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ABSTRACT

Michigan's Macomb Community College's (MCC's) student recruitment plan outlines specific activities, timelines, and budgets to meet the institution's goals for college advancement and the instructional divisions' and service departments' goals and objectives for student recruitment. Section I offers a summary of MCC's market segmentation approach to recruitment, highlighting strategies for reaching high school students (e.g., enlarging the percentage of youth perceiving themselves as college bound; using personal interaction, high school visitations, and role models; and utilizing print media with more visual impact and less print copy); community adults (e.g., establishing a process that relates continuing education courses to degree credit courses; concentrating messages on career benefits, low cost, and financial aid; and targeting adult education graduates, returning homemakers, and other specific groups); and business and industry (e.g., integrating recruitment with existing relationships, promoting the value of associate degrees to employers, and investigating the use of a training warranty). After section II discusses the philosophy and mission of MCC, section III presents the results of an environmental scan of national, state, and county trends, a definition and theory of recruitment, and a look at competitive practices. Section IV examines MCC's recruitment structure and staffing, current activities and resources, and enrollment patterns. In section V, recruitment goals and objectives are set forth for the college as a whole and for each division. Section VI presents an action plan, including strategies for each targeted group, timelines, and an expenditure plan. Section VII considers evaluation criteria, measures, and methods. A 30-item bibliography, student profiles, a list of previous recruitment activities, a publications log, and a promotional model are included. (EJV)

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MACOMB COMMUNITY COLLEGE
RECRUITMENT PLAN

1987-1988

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MACOMB COMMUNITY COLLEGE
RECRUITMENT PLAN

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MACOMB COMMUNITY COLLEGE RECRUITMENT PLAN
Executive Summary

Education observers have projected declines in college and university enrollments over the next decade based upon the decreasing number of high school graduates. Colleges that have retained their enrollment levels have taken a more assertive role in student recruitment, especially among the adult student market. Community colleges are well positioned to provide convenient opportunities to these adult students, and to address the needs for retraining of the workforce.

Student recruitment at Macomb Community College occurs as a charge from the Board of Trustees, and is designated to be informational in nature. It is defined as that part of enrollment management that takes potential students or clients from an initial awareness of the college to the point of registration for coursework. Every college employee, student or alumnus has opportunities to play a role in student recruitment by virtue of their knowledge about the college. A recruitment plan is therefore useful to provide a framework for unplanned and spontaneous efforts as well as the activities of those more deliberately involved in recruitment efforts. The plan also accomplishes the tasks of identifying relevant environmental conditions, explaining the recruitment capabilities and procedures of the institution, documenting past recruitment activities, providing direction to future efforts, and setting in place an evaluation and feedback system for continual assessment and improvement.

Recruitment activities are conducted in a decentralized fashion by departments and groups throughout the college and coordinated by a centralized Recruitment Committee. The committee has cross-unit representation by individuals who are both knowledgeable and involved in recruitment. As such, it provides a forum for discussion and a resource for support. It serves the function of pulling together the wide array of isolated recruitment events that occur throughout the college into a planned system.

The 1987-88 Recruitment Plan is based upon college advancement goals and the recruitment goals and objectives of the instructional divisions and those departments that provide service or information to special populations or subgroups of potential students. It outlines the specific activities to accomplish these objectives, along with timelines and budget for the upcoming year.

Recruitment is to take a deliberate market segmentation approach with three separate audiences, in priority order, identified as (1) high school students, (2) community adults and (3) business and industry. There is distinction among but consistency within these groups with regard to needs, appropriate messages, and effective media. High school graduates remain as the most viable market even with declining numbers, due to the traditionally high educational participation rate and the number of credit hours enrolled. Youth recruitment is to occur in a progressively more focused manner at each grade level, starting as early as grade school. Adults are the market growth segment, with increasing interest in college classes, particularly for career change or advancement. Business and industrial employers are a unique segment in that the student is not the recruitment target. The needs of business and industry center around workforce planning and skill development. Specific strategies were developed for recruiting from each or these target markets. They are designed to take potential students or clients through the levels of awareness, interest, and inquiry about the college's programs and services to encourage their personal assessment and trial of educational opportunities.

High school strategies:

1. Enlarge the percentage of youth perceiving themselves as college-bound with messages that clarify college requirements, access, compatibility with their lifestyles and aspirations, and career options that they have.
2. Use personal interaction, high school visitations, high school ambassadors, small groups, and informal question & answer sessions with role models.
3. Utilize print media that is more effective with this audience, including colorful visual and printed materials with less written copy.
4. Focus additional communication and interaction with high school faculty, counselors, and parents to influence those who advise high school students.
5. Make them aware of scholarships available to them at Macomb.
6. Determine tactics appropriate for each public high school where less than 25% of the graduates enroll at Macomb in order to increase market share.
7. Determine tactics appropriate for each public high school that graduates more than 400 students per year in order to increase market growth.

Strategies for recruiting adults:

1. Establish a process for recruiting continuing education students into the degree-credit program by providing information that relates continuing education courses to degree credit courses.
2. Concentrate messages on career benefits, low cost and financial aid, and convenience/location.
3. Target specific adults groups, including county adult education graduates, returning homemakers, professional groups, and alumni.
4. Target the areas of Sterling Heights, Mt. Clemens, Roseville, East Detroit and St. Clair Shores for presentations to community groups, emphasizing the value of education and technical opportunities.
5. Encourage adult groups to become familiar with the campuses by holding their group activities on site.

Strategies for recruiting from businesses and industry:

1. Integrate recruitment efforts with existing business & industry linkages.
2. Establish a communication system to provide program information to business locations.
3. Promote the value and meaning of the associate degree to employers.
4. Investigate the use of a guarantee/warranty on training.
5. Continue the current promotion of both degree-credit and non-degree credit offerings through the Chambers of Commerce, Small Business Development Network and the Macomb County Planning Commission brochures and newsletters.

MACOMB COMMUNITY COLLEGE
RECRUITMENT PLAN

Introduction

Many economists, demographers, public policy analysts, and education observers have projected declines in college and university enrollments (Hossler & Kemerer, 1986), but many colleges have remained strong in the face of these dire projections by taking a more assertive role in their efforts to attract and retain students. Despite the differing goals and differing techniques and methods, there are similarities in terms of the steps that enable institutions to have a greater impact on their student enrollments. These activities are increasingly being referred to as enrollment management.

Hossler (1985) defines enrollment management as "a process or activity that influences the size, the shape, and the characteristics of a student body by directing institutional efforts in marketing, recruitment and admissions, as well as pricing and financial aid. In addition, the process exerts a significant influence on academic advising, the institutional research agenda, orientation, retention studies, and student services." This concept unifies preenrollment and postenrollment efforts into an organized system. From a broader organizational perspective, the process inevitably leads to issues of mission and goals clarification and budget decision making (Hossler & Kemerer, 1986). It is within the context of enrollment management that we plan recruitment at Macomb Community College.

Philosophy & Mission

The overall mission of the college is to provide a variety of educational and other life-enhancing experiences which enable the people it serves to excel in their search for fulfillment (Board of Trustees, June 18, 1985). At this time, the many aspects of that mission require addressing the following needs:

- for courses and programs typically producing credits that transfer to other accredited college and universities;
- for liberal arts and occupational courses and programs leading to certificates and associate degrees;
- for assessment, counseling, career guidance, and academic support services;
- for customized education, training, assessment, and counseling services that are responsive to business, industry, labor and government;
- for courses and programs to foster improved health, enlightened participation in public affairs, constructive use of leisure time, enhanced satisfaction in personal and family living, growth in cultural experience, and advancement in career;
- for cooperative efforts with groups interested in cultural, civic, recreational, or other community projects.

The directional goals laid out by the Board of Trustees (October 20, 1981) for the achievement of this mission include guidelines to be used for decisions relative to the short and long range planning of enrollment management. They state that "enrollment growth is not an objective in itself but the outgrowth of demand by a community informed about what is available." This statement provides clear direction for a marketing approach which is centered around the students and their needs, and for recruitment and promotional activities designed to inform the community of educational options available at Macomb.

This approach is consistent with the marketing orientation as defined by Kotler and Fox (1985, p. 10), stating that "the main task of the institution is to determine the needs and wants of target markets and to satisfy them through the design, communication, pricing, and delivery of appropriate and competitively viable programs and services."

The President's Council of Macomb Community College has adopted this marketing approach (July 2, 1984) as an on-going organizational pursuit, defined to include:

- A needs based system
- Image and reputation
- Product development
- Promotion and awareness
- Concern for pricing
- Location of offerings

The directional goals from the Board of Trustees further state: "...Actions to stimulate the continued growth of the College are desirable and encouraged. Growth must be planned and should be based on prior research and discussion of how it serves community needs. Areas selected for expansion must be fiscally feasible and result in the level of quality that our students have the right to expect." These statements confirm that:

- It is appropriate that the College focuses considerable human and fiscal resources toward recruitment.

- A recruitment plan is essential.

- Recruitment decisions are to be research based, initiated by identified customer need and implemented along with evaluation procedures.

- Specific programs targeted for recruitment and promotional emphasis must be strong in curriculum content and presentation, student benefit and satisfaction, and institutional ability to deliver.

- A college-wide forum for discussion of recruitment plans and activities is desirable and preferred.

- Recruitment activities should be informational in nature.

Environmental Scan

The environmental scan includes an analysis of the environmental factors that have made an emphasis on enrollment management necessary and those factors that influence the effectiveness of recruitment activities. It also presents a general background on recruitment theory and current practices.

National Trends

The Bureau of the Census, the Bureau of Labor Statistics, and national surveys, including one directed by Alexander Astin for the Higher Education Research Institute (HERI) at the University of California, Los Angeles, provide the following national demographic data:

Enrollment

- Though the number of young adults declined in recent years, there has been growth in the number of college students since 1975, due to an increase in the number of students 25 years and over and those attending part-time.

- Educational attainment was demonstrated as having a significant effect on income. Families in which the householder completed high school had a median income of $27,470. Completion of 4 years of college raised this to $43,190, and 5 or more years of college yielded a median of $50,530.

Career Interests

- According to a 1986 survey, one-fourth of the college freshmen are interested in a career in business. Engineering, though down from 12% in 1982, still ranks second (10%) as a career choice.

- There is a smaller but increasing interest in education as a profession (7%, up from 5% in 1982) and a decreased interest in computer jobs (4%, down from 9% in 1982), with 12% of college freshman undecided about their careers.

Student Attitudes

The University of Michigan's 12th annual "Monitoring the Future" survey (Silverman, 1987) found high school seniors in the Detroit area to be similar to their peers across the country in their concern for the future.

- Seniors' main concerns were the growing use of cocaine, the threat of nuclear war, and the uncertainty of job prospects.

- Students felt higher education was necessary, but was no guarantee to getting a good job.

- Young people today expect higher pay on their first job.

The national HERI study reflects a steady increase in students' concern about being affluent, coupled with a diminution of altruism and social concern. Several notable experts interpret the information relating to current trends and attitudes in the following ways:

- Wells F. Cook, associate dean at CMU: Students are more goal oriented; they see business education as an economic asset.

- John Kraeer, advisor at MSU: Students are more conservative, looking for financial security and money.

- Alexander Astin, education professor at UCLA: The increased interest in teaching is due to higher starting salaries and job openings.

- Kenneth Green, associate director of Higher Education Research Institute, UCLA: Students are aware that they can effectively use a computer without being a computer programmer; also, there has been a downturn in the computer industry.

State Trends

Michigan looks more optimistic economically than it has in the past, especially in comparison with the depth of the recession in the early 1980's. Michigan's population now totals 9,144,579 for 1986, after growing for the third year in a row to reach the largest count since 1981. Michigan currently ranks 8th in the nation in population. The state's unemployment rate is down to 8.1% as of October of 1986, with Macomb County's rate now even lower (7.7%), although unemployment is slightly higher in the City of Warren (MESC, 1987).

The 29 public community and junior colleges in Michigan enrolled 208,760 students in the fall of 1986, representing a 2.2% increase over the previous year. The 15 public four-year colleges and universities enrolled 236,648 with a 3.3% increase. These increases occurred despite a continued decline in the number of high school graduates. Ron Root, State Director of Higher Education Management Services, attributes the increase to "a growing recognition of the need to be retrained to remain competitive in a rapidly changing job market" and to the college's response with new programs to meet that need as well as a better job of marketing educational services to a non-traditional adult student population (Russel, 1986).

The most recent Michigan State Board of Education survey (Project Outreach, March 1987) has identified commonly held opinions about community colleges. These opinions can be transformed into opportunities for community colleges to capitalize on known strengths. Citizens across the state feel that:

- A college education is very important today (81%, reflecting an increasing trend). This attitude is even stronger among women and minorities.

- The primary reasons for adults to return to school are personal improvement and enrichment (49%), to advance in their present job/company (42%), and to help get a different job (35%). Only 22% would go back to school to get an associate's degree.

- The primary reason why community colleges are most likely to be the kind of college attended by returning adults is proximity. Even the 27% of Michigan residents who would prefer a 4-year college would consider attending a community college first and then transfer.

- The roles of the community colleges are seen to be (1) job training and re-training, (2) career planning and guidance, and (3) remedial instruction for adults. Four-year colleges are viewed to be best suited to training in the skills of modern technology.

- Community colleges are increasingly viewed as excellent in meeting the educational needs of a community, particularly among those who have taken courses at a community college. The majority of state residents think community colleges are as good as four-year colleges, although 24% did not agree.

- Community colleges are viewed as community resources, so that services such as tutoring and counseling should be available to community residents as well as to students.

- Courses should be open, even to high school students. Placement testing, however, is viewed as an appropriate requirement (86%).

- Thirteen percent of the people do not think community college credit is equivalent to four-year college credit when transferred.

- Tuition at a community college is thought to be "about right," and known to be less than tuition at 4-year schools. More than 42% of state residents feel they could not afford tuition without financial aid.

- There is a split opinion on whether or not recent college cost increases are reasonable.

Macomb County Trends

Macomb County is a suburban county although it contains the state's third largest city (Warren). Its 690,000 people are concentrated in the southern half, with only 5% of the population living north of 26 Mile Road (see Figure 1). According to SEMCOG, the population distribution is currently changing, with Macomb Township and Sterling Heights leading in the proportion of residential building permits for 1985. Clinton, Shelby and Chesterfield Townships also have experienced substantial levels of residential growth. Current residential construction and growth in these communities are mostly a result of migration from the southern parts of the county (Wowk, 1987). The demographic characteristics of the people of Macomb County reveal that 10.7% of the adults have attained a 4-year college degree. This is the lowest percentage of all southeast Michigan counties.

In reviewing the educational attainment level of Macomb County communities, the correlation between the percent of college graduates and the median household income becomes evident. Table 1 identifies the need to promote the value and benefits of higher education in Roseville, East Detroit and the south end of Warren where attainment levels are lowest. Mt. Clemens and Sterling Heights are areas that are higher than the average in attainment, suggesting a positive reception for educational opportunities. These areas also have large populations, making them desirable target markets.

Figure 1

1980 POPULATION DISTRIBUTION
MACOMB COUNTY, MICHIGAN

Table 1

Demographic Characteristics of Macomb County Communities

ZIP Code	Community	1980 Population	1980 # of Households	Median Household Income	% of College Grads
48005	Armada	3,887	1153	24,162	10.2
48015	Centerline	9,293	3581	19,151	6.8
48021	East Detroit	38,280	13,302	21,606	6.9
48026	Fraser	21,520	6,871	25,183	9.9
48043	Mt Clemens	118,414	41,121	22,717	11.7
48045	Mt Clemens	8,479	2,660	24,325	12.0
48047	New Baltimore	18,959	6,095	24,020	12.0
48048	New Haven	3,329	996	19,196	4.0
48062	Richmond	13,874	4,228	21,926	7.9
48065	Romeo	7,332	2,293	25,126	16.5
48066	Roseville	54,311	18,183	21,226	4.9
48077	Sterling Hts	87,837	26,446	28,723	15.0
48078	Sterling Hts	20,594	7,185	24,524	11.0
48080	St Clair Shores	28,419	10,984	22,119	11.8
48081	St Clair Shores	26,350	8,952	25,785	9.8
48082	St Clair Shores	21,441	6,863	25,448	8.4
48087	Utica	37,044	11,483	26,986	14.5
48089	Warren	38,264	12,437	19,863	3.5
48091	Warren	36,272	12,825	20,632	6.3
48092	Warren	29,070	9,504	27,681	13.2
48093	Warren	57,528	18,734	27,809	10.8
48094	Washington	13,103	3,839	29,095	17.8

Source: CACI Data Files, U.S Census

The communities within Macomb County are politically fragmented and without a strong central government or core of visible business leaders. Overall, the voters tend to be conservative and generally suspect of government and public expenditures. The county is ethnically diverse, with a concentration of first or second generation Italian and Polish heritage. The importance of the family and the work ethic is strong, but education tends to be less valued than across the remainder of the state. Crime is the greatest perceived community problem, significantly above educational concerns (Center for Community Studies, 1986).

Macomb is traditionally a blue collar county, with a greater proportion of people employed in auto manufacturing and related industries than the rest of the state. In fact, more people are employed in the Mound-Van Dyke industrial corridor of Warren and Sterling Heights than work in the central business district of downtown Detroit (Wowk, 1987). The types of skills needed in the manufacturing industry are rapidly changing to work with the new technologies and computerized processes. Many jobs are shifting to the service sector, particularly in information and communications, and financial services. Even in the auto industry, the focus is changing to providing better service as a response to severe competition. Retail businesses are becoming an economic boon for the central part of the county, but is creating extensive problems on major transportation arteries.

Macomb Community College is the only public college or university in the county. There seems to be a relationship between unemployment levels (typically driven by the auto industry) and Macomb Community College enrollment, although the effect may be a delayed one (see Table 2).

Table 2
Macomb County Unemployment and MCC Enrollment

Year	Annual Unemployment Rate	Fall Headcount
1976	7.7	23,593
1978	5.6	25,032
1980	14.0	30,094
1982	17.6	30,410
1984	11.7	31,082
1986	8.7	30,052

With the recent improvement in the area's economy, migration of families out of the county has been reversed. Table 3 shows this year's stabilization in the number of high school seniors in the county's public schools. Cohorts compared by grade level indicate that the attrition of students from one grade to the next has slowed considerably. Between 84-85 and 85-86, Macomb County had 995 juniors who did not become seniors, but between 85-86 and 86-87, there was a drop of only 196.

Table 3
Macomb County Public High School Enrollment

Grade	84-85	85-86	86-87
Ninth	11,318	10,071	9,632
Tenth	10,469	10,337	10,232
Eleventh	10,059	9,300	10,262
Twelfth	10,088	9,093	9,104

While Chippewa Valley School District has grown by 21% since 1982, Warren Consolidated Schools has dropped from 30,000 enrollment in the early 1970's to this year's 16,263. Utica School District has lost 7% of its enrollment over the past five years. County-wide, enrollment counts by grade have started to reflect the increase in the number of births, starting with the current fourth grade class. This projects to a positive impact on the college age population in 1995, but a decreasing pool of high school graduates until then (Wowk, 1987).

Macomb enrolled 28.8% of the graduating class of 1985. The greatest number of students have been from Sterling Heights High School and the Utica School District. The market penetration has been lowest among the high schools in the northern end of the county and some of the small private schools.

Table 4
High School Graduates, MCC Applications and MCC Enrollments
Macomb County, 1985-1986 Academic Year

High School	# of 1985 Graduates	# Applied at Macomb	# Enrolled at Macomb	% of Graduates Enrolled	% of Applicants Enrolled
Anchor Bay	244	65	51	20.9%	78.5%
Armada	120	13	11	9.2	84.6
Brablec	193	82	55	28.5	67.1
Calvary Christian*	16	0	0	0.0	0.0
Cardinal Mooney*	58	20	18	31.0	90.0
Center Line	245	96	75	30.6	78.1
Chippewa Valley	470	199	165	35.1	82.9
Clintondale	260	106	73	28.1	68.9
Cousino	550	224	191	34.7	85.3
De LaSalle*	160	5	4	2.5	80.0
East Detroit	460	166	132	28.7	79.5
Eisenhower	656	249	198	30.2	79.5
Fitzgerald	233	72	47	20.2	65.3
Fraser	423	177	140	33.1	79.1
Henry Ford II	385	172	135	35.1	78.5
Lakeshore	360	123	93	25.8	75.6
Lakeview	300	116	99	33.0	85.3
L'Anse Creuse	254	99	83	32.7	83.8
L'Anse Creuse North	332	104	80	24.1	76.9
Lincoln	233	81	54	23.2	66.7
Lutheran North*	128	34	30	23.4	88.2
Memphis	74	3	2	2.7	66.7
Mott	444	159	124	27.9	78.0
Mt. Clemens	206	80	51	24.8	63.8
New Haven	80	31	28	35.0	90.3
Richmond	181	43	30	16.6	69.8
Romeo	347	102	80	23.1	78.4
Roseville	200	91	61	30.5	67.0
St. Anne*	37	7	6	16.2	85.7
St. Clement*	115	39	31	27.0	79.5
South Lake	194	98	66	34.0	67.3
Sterling Heights	700	264	235	33.6	89.0
Stevenson	554	199	175	31.6	87.9
Utica	411	158	120	29.2	75.9
Warren	288	109	83	28.8	76.1
Woods Tower	440	186	159	36.1	85.5
TOTAL	10,351	3,772	2,985	28.8	79.1

*Private Schools
Source: MCC High School Feeder Report, 1985-86

Recruitment Definition and Theory

Student recruitment is the planning, implementation and evaluation of a system of activities designed to encourage enrollment. These activities include the phase of enrollment management from first knowledge of the college to the point of registration.

The recruitment efforts at Macomb are to be informational in nature. The effectiveness of the diffusion of information relating to the college's programs, opportunities, and relationship to target audiences serves as the foundation for making the decision to attend Macomb.

The key to attracting students is their acceptance of the college mission, environment, and programs as these relate to their needs; this is accomplished through the slow but effective and lasting process of developing perceptions and attitudes over time with effective communications. Dick Alfred (1986) has identified ten attributes of a college or university which enhance effective communication with its constituencies. They are:

1. Visibility of programs, services and benefits.
2. Innovativeness
3. Ability to attract, develop and keep talented staff
4. Quality of management
5. Management of responsiveness to change
6. Timeliness of strategic decisions
7. Expression of community and environmental responsibility
8. Quality of programs, services and benefits
9. Financial soundness/durability
10. Uniqueness of operations

Recruitment strategies and activities should be designed to take potential students through the following five critical stages to make a final decision about their education:

1. Awareness: The college must make the public aware that it exists and is part of their community by exposing them to various promotional activities, events, and information that will formulate an image of the college in their minds.

2. Interest: The college must create a desire among the public to seek more information and develop a curiosity about the college.

3. Assessment: The person makes a mental application of the information and weighs its merits for his/her own situation.

4. Trial: The person has identified with the college, the information, or maybe the promotional coordinator, staff or faculty present at a recruitment activity or event. As a result, he/she decides to experience the college by visiting the campus on his or her own, scheduling a tour of the campus, scheduling an appointment with a counselor, inquiring about classes, financial aid, etc., or taking some other action toward making the college part of his or her life.

5. Adoption: The person enrolls in classes, and enrollment management must shift to retention strategies. The student continually evaluates whether or not the experience is meeting his or her goals.

A recruitment system that moves students through this process should have several basic elements. Kotler and Fox (1985) list the elements of a core recruitment strategy to be direct mail, advertising, catalogs and brochures, publicity and promotion, high school visitations, on-campus activities, off-campus activities, and alumni support programs. At Macomb, we currently have resources to conduct strong efforts in most of these areas, but are limited in on-campus activities/tours and in alumni support programs.

William Ihlanfeldt (in Noel, Levitz, Saluri & Associates, 1986) named several recruitment strategies effective in penetrating old as well as new markets. Those most relevant to community colleges and appropriate for Macomb to pursue are:

- Focus upon a local primary market area.
- Develop an early contact program to increase awareness and visibility.
- Develop a potential student database.
- Encourage on-campus visits for prospective students and their parents.
- Be aware that every visitor on campus may be either a potential student or an ambassador of good will.
- Use enrolled students and graduates to talk to prospects.

Competitive Practices

Educational institutions have adapted to the changing environment in a number of different ways, but most have become more active in recruiting students. Breland (1985) conducted a survey to describe trends in selectivity and admissions standards, admissions policies and practices, requirements and exceptions to requirements, the importance of various admissions factors, enrollment, recruiting and marketing activities, and financial aid. Following are major findings that indicate changing recruitment emphasis in two- and four-year public and private colleges.

- Colleges have increased recruitment activities of every type in the past six years. Most dramatic has been the increase in new approaches such as direct mail, telephone contact, advertising, and inviting students to visit colleges campuses.

- Recruitment efforts are being directed beyond traditional boundaries, particularly at adults and part-time students.

- Colleges are making special efforts to recruit academically talented students. Recruitment efforts aimed toward this group increased more during the five-year period than for any other subgroup of prospects.

- The use of merit scholarships also increased, with 86 percent of four-year public and 77 percent of four-year private institutions offering them.

- Institutional budgets for recruitment increased an average of 63% at four-year colleges--more than twice the inflation rate during the same six-year period.

- Between 1980 and 1985, applications to undergraduate institutions increased, but so did the competition for students.

Table 5 and Table 6 summarize and categorize current national higher education recruitment activities and practices. These lists suggest actions that individuals and departments at Macomb can initiate and use to strengthen recruitment in their own area.

Table 5
Recruiting Practices Used Prior
to Students' Expressed Interest in a College

Meet with students at professional conferences	79.6%
Personal contact with schools or colleagues	72.3
Mass mailing of flyers/posters for posting	72.1
Personal letters to schools or colleagues	61.0
Telephone calls to schools or colleagues	48.0
Contact alumni to represent the college	46.1
Sponsor visits of prospective students	44.6
Have faculty make visits to schools	36.6
Undergraduate name exchanges with schools	34.3
Mass mailing of form letters	33.3
Attend Career Day programs at other schools	22.8
Provide summer internships to undergraduates	15.5

Table 6
Recruiting Practices Used After
Students' Expressed Interest in a College

Send letter	95.3%
Send brochure	94.3
Have Admissions Office send application	67.0
Invite students to visit campus	63.3
Send application directly	55.2
Make telephone call to interested student	39.8

Environmental Futuring

In a recent article entitled "Top Ten Education Issues for 1987," Bill Banach of the Macomb Intermediate School District lists the following educational megatrends:

1. Schools as parents (child care)
2. Internationalization (curriculum for global interaction)
3. Control of special education (state mandates)
4. Intergenerational conflict (differences in values)
5. Overspecialized educators (teaching across the curriculum)
6. Women in administration (differences in management styles)
7. Battered boards (public pressures)
8. Diversification of advocacy (multiple special interests groups)
9. Assessment paralysis (too focused measurements)
10. The meantime society (coping with frustration)

He cautions us against focusing in on educational measurements as isolated issues rather than parts of an entire system.

Harold Hodgkinson also summarized trends in his demographic report for education, All One System (1986). He predicts:

- Over the next decade, the only growth area in education will be among adult learners and workers in job training or re-training, particularly in settings outside the traditional college or university. By 1992, 50% of all college students will be over 25, and 20% will be over 35. The continued drop in the number of high school graduates will be most heavily concentrated in the Northeast.

- The upcoming groups of children entering the educational system will be poorer, more ethnically and linguistically diverse, and with more handicaps that will affect their learning.

- Asian-Americans represent 44% of all immigrants admitted to the U.S. Over one-third of all Asian-Americans are college graduates; their SAT verbal scores are far below white averages, and math SAT scores are far above. They have high levels of competence in math and the physical sciences.

- Arts and Sciences are expected to experience increased enrollments in selected courses, but fewer majors. Business majors will continue to increase.

- Colleges and universities will increasingly share the educational arena with businesses, hospitals, museums, local governments, military, professional associations, and other private as well as non-profit organizations.

- Increasing numbers of talented minority youth will choose the military as an educational option, due to cost and access to high technology.

- There will be greater numbers of college students who need both financial aid and academic assistance/counseling.

The most recent Harris Poll predicts that education will be the number one issue in the 1988 elections, for both the education of the young and re-training of the workforce.

Keppel (1987) has presented forecasts on jobs in The Detroit News, noting:

- The number of new entry-level jobs in 1990 will be greater than the number of people age 16-24 seeking employment by about 1 million jobs. The impact will be most evident in the growing fast-food industry, which relies heavily on teen workers. The phenomenon is due to the "baby bust" (the decreased birth rate between the "baby boomers" and the "echo boomers") and the growth of the service industry.

- Employers are expected to respond by hiring more retired people, handicapped youths, new immigrants, and retarded workers, and to enter into cooperative arrangements with other organizations to secure groups of workers. They are also expected to pay higher salaries, and to invest more resources in training.

Hossler (1986) predicts that additional influential factors on enrollment management will be:

- the changing ethnic and racial composition of the high schools
- the stabilization of the number of women seeking a career
- changing public policy on financial aid
- the increased emphasis on quality in high school education.

Modest growth of 50,000 people is projected for Macomb County in the next few years. That growth, however, does not automatically translate to increased enrollment at Macomb. Figure 2 shows the changing age distribution of the County's population. Since different age groups participate in educational opportunities at different rates, the shifting age distribution would result in a loss of enrollment under those rates (see Table 7).

Table 7
MCC Attendance by Macomb County Residents 18 or Older

	--- Population* ---			--- MCC Attendance** ---			
Age Group	1985	1990	Change	1985	Rate	1990	Change
18-24	87,659	77,374	-10,285	12,244	13.97%	10,809	-1435
25-34	117,817	131,197	+13,380	5,631	4.78	6,271	+ 640
35-44	94,709	108,523	+13,814	2,359	2.49	2,702	+ 343
45-54	74,616	81,381	+ 6,765	710	.95	773	+ 63
55+	128,462	154,770	+26,308	247	.19	294	+ 47
Total	503,263	553,245	+49,982	21,191	4.21%	20,849	- 342

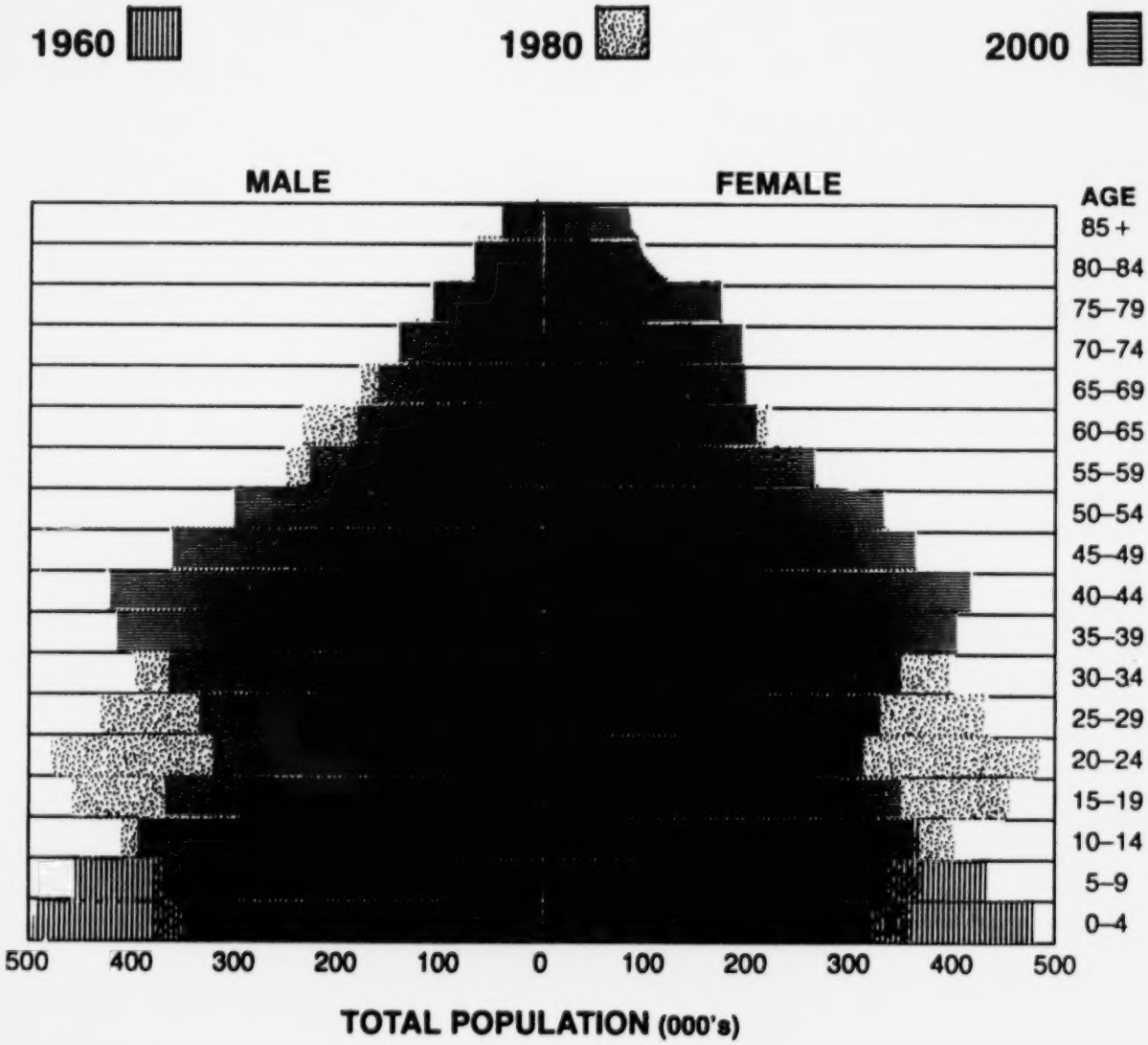
*Projections from U.S. Census Bureau
**Credit enrollment of district residents only

Since younger students (18-24) enroll in an average of 9.5 credit hours while adult students over 25 enroll in an average of 6, the shifting age distribution dictates that additional students are necessary for status quo with regard to the number of credit hours taught. Unless economic development brings a migration of younger people into the County, we must recruit an additional 2272 adults to maintain the current level of instructional delivery.

Figure 2

Distribution of Population by Age Bracket

Macomb County



SOURCE: Economic/Demograhic profile, 1983.

Organizational Assessment

Recruitment efforts at Macomb are conducted in context of other enrollment management activities and in conjunction with other college functions and projects. Among these are Student Success Services (retention focus), Public Relations (image and reputation enhancement) and Research and Evaluation (program evaluation and market data). Others, including instructional faculty and counselors, are even more directly involved in recruitment, often initiating and planning outreach activities. The ideal is for every employee, student and alumnus to recognize that they have a role in college recruitment. Through this permeating attitude, we can maximize both formal and informal opportunities to increase awareness and understanding of the college and its programs.

College Recruitment Structure

The basic structure within the college for the planning and implementation of recruitment is one of decentralized activities and centralized coordination. Decentralized promotion centers are departments or work groups throughout the college that focus on distinctive target publics, and often initiate recruitment activities tailored to that particular market. College Relations provides direction, print collateral, and support services, and ensures that the collection of activities is molded into a complete recruitment portfolio. The centralized coordination of these activities is accomplished mainly through the Recruitment Committee. Table 8 outlines the focus of recruitment responsibilities among various units, showing the relationships among roles.

Table 8
Recruitment Responsibilities

Department/Group	Primary Recruitment Responsibility
Recruitment Committee	Communication, coordination, documentation & evaluation
Academic Affairs:	
Faculty	Knowledge of curriculum; academic advising
Administration	Facilitation
Current students	Role models; spokespersons
College Relations:	
Marketing	Market analysis; general direction
Recruitment Services	Programming and recruitment support
Information Center	Handling of inquiries
Recruitment staff	College information dissemination
Communications Services	Publications
Advertising	Ad copy and ad placement
Public Relations	Press releases
Student and Community Services:	
Counseling	Career counseling and information; high school liaison, industrial liaison
Financial Aid	Awareness & understanding of financial aid
Admissions	Entry and enrollment communications
Special Services	Support services for special populations

The Recruitment Committee is comprised of a wide representation of college units, and of individuals involved in some aspect of recruitment as part of their job. The stated purpose of the Committee is to communicate information about recruitment efforts, coordinate the implementation of recruitment activities and events, provide documentation of recruitment activities and events, and to evaluate the effectiveness of recruitment efforts. Pertinent information is disseminated to the College units via the committee members and through meeting minutes. The Committee serves as an open forum for the discussion of recruitment opportunities and problems, with a standing invitation for all college staff to participate in discussion. Requests for recruitment support can be made to the Committee or to the manager of recruitment services.

Recruitment staffing

Every division of the college participates in activities that recruit students. Many of these activities occur informally and spontaneously. When coordinated efforts are needed, the college has several staffing resources that are experienced and available.

All Recruitment Committee members serve as a recruitment resource, both as they carry out their regular responsibilities and as they assist each other on recruitment projects. Other groups that are specialized in some type of recruitment are the Industrial Liaison Committee and the High School Liaison Committee. The Information Center and Promotional Coordinators provide additional support.

Macomb Community College Recruitment Committee:

Paulette Condida-Bryant, Manager of Enrollment Systems, Center Campus
Evan David, Manager of College Communication Services
Katherine DeTone, Continuing Education Project Manager
Thomas Dixon, Assistant to the Dean; Business, Health, and Public Service
Ray Groesbeck, Assistant to the Dean; Arts and Sciences
Donna Healy, Counselor
Diane LaVeglia, Community Liaison Specialist
Stephany Luszczak, Manager of Enrollment Systems, South Campus
Robert Marrs, Counselor
Don McCoy, Counselor
Denise Mennucci, Manager of Recruitment Services
Vern Moore, Project Coordinator; Special Services
Don Muench, Assistant to the Dean; Technology
Betty Pritchard, Director of Marketing and Communication Services
Dorothy Savage, Associate Dean; Student Development Services
Dick Stevens, Coordinator of Admissions and Job Placement

Industrial Liaison Committee:

Gordon Dahm, Counselor
Bart Fiumano, Counselor
Larry Hackney, Associate Dean; Student Development Services
Donna Healy, Counselor
Susanne Joelson, Counselor
Kathy Larkin, Counselor
Larry Oshkaloff, Counselor
Mary Preda, Counselor

High School Liaison Committee:

Don Capps, Counselor
Gordon Dahm, Counselor
Chuck Dennis, Associate Dean; Student Development Services
Larry Hackney, Associate Dean; Student Development Services
Donna Healy, Counselor
Susanne Joelson, Counselor
Steve Markham, Counselor
Bob Marrs, Counselor
Don McCoy, Counselor
Denise Mennucci, Manager of Recruitment Services
Larry Oshkaloff, Counselor
Dick Stevens, Coordinator of Admissions and Job Placement

The Information Center:

The Information Center provides a single, recognizable college telephone number (445-7999) for display in advertising and promotions. The Center staff (1) provide general information about registration, college programs, activities, and college facilities; (2) refer callers to other offices or departments when appropriate; (3) initiate the mailing of requested publications and information; and (4) accept complaints and suggestions about the college. The Center is currently staffed by part-time personnel who handle over 35,500 phone inquiries each year. They meet with each major department for updates on pertinent information and to evaluate their services.

Promotional Coordinators:

The promotional coordinators serve as college representatives throughout the County, providing face-to-face personal contact to answer questions and disseminate information about the College and its programs and services. They (1) support other college staff in outreach activities, coordinating approximately 40 planned outreach events annually; (2) ensure appropriate and adequate supplies of promotional materials; and (3) initiate mailings of publications requested at outreach events. These part-time personnel are specifically trained to present a positive and professional first impression of the College, and to adopt a service attitude in dealing with the public.

Current Activities and Resources

A compilation of recruitment activities and events for the 1986-87 year and coordinated through Recruitment Services is included in the appendix. A summary of those activities is included in Table 9, along with efforts coordinated through other departments.

Table 9
Summary of 1986-87 Coordinated Recruitment Activities

	# of events	estimated contacts	direct costs*
Career awareness grant	59	1,500	$ 4081
High school departmental presentations	15	300	300
High school counseling presentations	194	3,880	--
Special Services presentations	32	1,150	130
Business and industry visitations	31	473	--
Financial aid information sessions	31	1,033	340
College and career fairs	8	700	330
Parents' Night	1	80	270
Mall booths	5	700	1300
Trade shows and expositions	6	800	5800
Campus tours	4	89	--
Information Center	--	48,470	8,500
Direct mail pieces:			
Occupant Mailer	2	550,000	14,000
Viewbook	1	25,000	10,000
APCE Catalog	2	100,000	26,000
APCE Brochures	20	140,000	15,000
Campus Voice	1	10,000	6,800
USA Today Supplement	1	5,000	2,600
Advertising:			
Semester Advertising	40	5,500,000	35,700
Progress Edition Ads	5	610,000	2,100
APCE Ads	11	1,000,000	3,262
CHRD Specialized Ads	35	1,200,000	1,348
Other newspaper advertising	21	3,900,000	5,533
Programs, directories & magazines	10	518,500	3,455
Upgraded program brochures	9	45,000	13,500
Total	544	13,737,675	$ 160,049

*Does not include full-time staff salaries/benefits or mailing costs.

Promotional Materials

Support materials currently available from Communication Services for use in recruitment activities include:

- promotional communications
  - slide shows
  - videotapes
  - program and area brochures (see complete list in Appendix C)
  - viewbook

- promotional items
  - ink pens with logo
  - bumper stickers
  - folders
  - signs
- durable goods for recruitment
  - a large booth-type display
  - 2 portable table top displays
  - 8 blue table skirts with logo

Additional print collateral designated for other purposes but available for use in recruitment are the College Catalog, the Schedule of Classes, the Center for Performing Arts season brochure and travel series brochure, the Guide to College Services, onCampus, Macomb Alumni and Quality is Affordable.

Enrollment Patterns

Macomb Community College is the third largest academic institution in Michigan and the largest community college, based upon the 32,052 state-reimbursable enrollment counts for Fall 1986. Over 80% of the student body attends part-time, enrolling in less than 12 credit hours. About 6000 of Macomb's students are attending a college for their first time, while over 3500 of them have already earned 62 or more credit hours. Approximately 200 high school students participate in an early-admit program.

An analysis of profiles of student characteristics over the past four years shows a stable level of enrollment (see Appendix A). The composition of the student body varies from fall to spring with attrition of students under 20, and a slight increase in the proportion of those over 25 years of age ranging from 43% in the fall to 49% in the spring.

One fourth of Macomb's students stated their primary goal in attending MCC was to earn transfer credit. One-third say they are preparing for a new job; when combined with those wanting to improve their existing job skills, this translates to one-half of the students attending for career reasons. Personal interest is cited as a primary goal by only 5% of the students. Half of the students are attending Macomb with the objective of gaining a credential; this includes 4% looking for a certificate, 20% for an associate's degree only, and 13% for both.

The proportion of the student body living in Warren or Centerline has slowly but steadily declined over the last four years to one-fifth of the enrollment. Other major areas of residence are Mt. Clemens (16%) and Sterling Heights (13%). These proportions have remained virtually unchanged over this period. The percentage of students from out of the county has increased from 12% in 1983 to 16% in the fall of 1986.

Typically, one-fifth of these students are undecided in their program of study. The largest area of enrollment is general education (10%); general studies ranks at 5%. The most popular occupational enrollments in terms of designated program are business programs (Computer Information Systems, Accounting, Business Management, General Business), Auto Body Design, Nursing, Electronic Engineering Technology, and Graphic and Commercial Art.

Follow-up studies of occupational graduates one year later have shown those programs which prepare for the highest paying jobs are manufacturing technology, fire science, numerical control, and auto body design. The highest proportion of employment of graduates in their field of study were for the nursing program, administrative secretary, manufacturing technology, and auto body design. These programs appear as Macomb's most marketable occupational programs when using wages and employment as measures of student benefit.

The general education track is also strong. The majority of students who transfer from Macomb to 4-year colleges not only succeed, but maintain a "B" or better average and typically do better academically than students who begin their education at the 4-year school.

Organizational Futuring

The enrollment of the college has stabilized after a 20 year period of high growth, and is not expected to grow at a similar pace again. The organization is now in a mature market phase, with appropriate organizational practices beginning to center around qualitative outcomes, resource reallocation, staff development, strategic planning, curriculum revision, needs-based marketing, and fuller utilization of the entity.

The major institutional issues for Macomb Community College from 1987 to 1990 have been identified to be:

- Leadership and human resource planning
- Relevancy and vitality of instruction
- Customizing degree credit offerings
- Expansion of non-credit offerings
- Evaluation of alternative delivery systems
- Strengthening institutional relationships
- Evaluating comprehensiveness and quality
- Resource planning and development
- Enhancing reputation and visibility
- Promoting entrepreneurial initiatives

The issues that most directly affect future recruitment efforts are (1) strengthening institutional relationships and (2) enhancing reputation and visibility. The President's Expanded Council identified more specific "opportunity issues," including a strong commitment to "formalize enrollment management" and to "expand high school/MCC relationships." It is expected that these directives and others will be pursued at a moderate pace, utilizing the reallocation of resources as monies are freed up.

With signs of an increasing need for training in business and industry, the college is expected to continue to respond with more flexibility in course format, schedule, and delivery sites. Two potential academic decisions that may present attractive recruitment incentives for regular programming on campus are (1) greater emphasis on student involvement and (2) the granting of credit for alternative learning experiences.

Recruitment Goals and Objectives

The concepts of marketing, recruitment, and enrollment management are rapidly gaining acceptance as a means of insuring institutional vitality. The basic assumption is that institutions of higher education can and should exert more influence and have a "planful effect on their enrollments through systematic efforts in the areas of organizational operations, marketing, pricing policies, recruitment, retention activities, institutional research, and strategic planning." (Hossler, 1985).

To accomplish this, college-wide recruitment efforts are structured in a tiered fashion, consistent with the college mission, taking their charge from the directional goals set forth by the Board of Trustees to satisfy the educational needs of the community, and determining strategies within the overall framework of the college advancement goals for recruitment. Each department sets recruitment objectives specific to departmental situations, yet consistent with college advancement goals.

Faculty, students, administrators, alumni and friends of the college are called upon to assist in recruitment through contact with their counterparts and relevant interest groups in the region. In this manner, the program will stimulate greater visibility and interest in the college among the population of prospective applicants, alumni, the business community and others - understanding, at the same time, that the benefits which accrue may not be readily apparent in the short run. It is anticipated that the implementation of this plan will have consequences which go beyond the immediate stimulation of additional enrollment.

College Advancement Goals for Recruitment

College Relations formulates institutional advancement goals within the philosophy, policies, values and mission established by the Board of Trustees. These advancement goals provide a foundation for all advancement activities.

Recruitment strategies and activities have been identified to relate directly to the following advancement goals:

1.0 To maximize enrollment, re-enrollment and retention of students in the College.

2.0 To disseminate information about the College's programs, services and capabilities to potential students or clients.

3.0 To disseminate information to employees to create an ability and readiness to respond to potential students.

Divisional Goals for Recruitment

In the decentralized system, recruitment goals and objectives are formulated at the divisional and departmental level and reviewed for consistency with the institutional advancement goals. The Recruitment Committee monitors the implementation and coordination of the activities to achieve those goals. The following divisional and department goals are numbered according to the advancement goal with which they are associated.

Technology

1.1 Enrollment of a greater proportion of the graduating high school seniors into technology programs.
- Expand high school visitations and presentations to every high school.
- Develop a promotional package to use with Tech tours/seminars.
- Host a Tech Day for high school students.

1.2 Maintenance of strong relationships with business and industry.
- Participate in 4 trade shows/expositions.
- Run a series of seminars on campus to reach non-traditional groups.
- Increase involvement of SME students in trade shows and high school visitations.
- Re-apply for grant funding of faculty summer visitations to smaller industrial companies in the metro area for Fall 1987.
- Continue the grant activities that promote division activities.

2.1 Keep students and the community informed of educational changes related to technology.
- Publish the TECHNET newsletter.
- Continue development of promotional brochures to promote programs following the format of the Design Tech brochures.

2.2 Provide students with timely information on present and emerging related employment opportunities.
- Secure research on employment trends.
- Utilize the Vocational Industrial Clubs of America (VICA) and troubleshooting contests for recruitment.
- Formalize a volunteer on mentorship program to link students with successful alumni for career information.

3.1 Establish linkages between the Division of Technology and other college areas of Marketing, Counseling and Special Services for communication of recruitment activities and program information.
- Develop a training manual for college representatives to keep them informed of tech programs.

Arts and Sciences

1.1 Increase recruitment efforts.
- Have faculty presentations on campus and at the high schools.
- Link involvement in recruitment to specific disciplines.

1.2 Utilize the Center for Performing Arts as a recruitment tool.

1.3 Develop a short- and long-range marketing plan for the disciplines.

1.4 Strengthen follow-up with potential students.
- Contact students who express an interest in any Arts and Science area on the admissions application.

2.1 Develop discipline information sheets/brochures.

2.2 Formalize a comprehensive plan for articulation with K-12's, other colleges and business and industry.

Business, Health and Public Service

1.1 Increase recruitment efforts for Professional Food Service.
- Utilize the Feast of the Month as a recruitment tool.
- Emphasize the availability of luncheon and evening meal service in the Brass Bell Restaurant.
- Highlight the availability of scholarships through many of the professional food organizations.
- Publicize PFS student participation in the Annual Ice Carving Competition held in Plymouth, MI.

1.2 Increase recruitment efforts for the health programs.
- Target efforts in recruiting students for the Dental Assistant, Optometric and Respiratory Therapy Programs.
- Participate in a Health Expo.
- Purchase and utilize a small panel display board in area hospitals and clinics to provide information about health programs.

1.3 Increase recruitment efforts in low enrollment business programs.
- Target efforts for Purchasing, Legal Assistant, and Transportation/Physical Distribution programs.
- Develop special brochures and include class schedules appropriate to each aimed at select business/industrial areas.
- Utilize trade papers, magazines, and/or in-house newsletters as vehicles for frequent press releases.

1.4 Provide additional promotion to other specific programs.
- Promote the new Administrative Assistant Program and recent changes to existing programs in Office Occupations.
- Highlight the new speedwriting course as well as changes to the Word Processing Program.
- Publicize the expansion of the Floral Design Program from strictly an evening offering to both a day and evening schedule.

2.1 Review and revise recruitment brochures by Spring 1988 for Law Enforcement, Security Administration, Floral Design, Professional Food Service, Fire Science, Early Childhood Care, and Administrative Assistant.

3.1 Develop closer working relationships between counseling and Business, Health and Public Service staff.
- House a counselor in E Building and A Building at Center Campus with specific program expertise.

Adult and Professional Continuing Education

1.1 Target Mt. Clemens General Hospital managers.
- Research enrollment history of target population.
- Develop a recruitment brochure that relates degree and non-degree management courses.
- Mail a letter and brochure to target population.
- Evaluate by tracking fall 87 and spring 88 students for cross-enrollment.

1.2 Strengthen the link between credit and non-credit marketing.
- Identify credit courses that pair with APCE seminars or workshops.
- Disseminate credit program information to appropriate APCE participants.
- Disseminate APCE program information to graduates of appropriate programs.
- Present APCE courses as degree curriculum exploration.

Special Services

2.1 Provide information about Special Services to special populations.
- Make presentations to community programs.
- Provide campus tours if possible.
- Participate in Blind Awareness Week at Macomb County Library.

2.2 Provide information about Special Services to the public.
- Develop a new brochure.
- Work with the Macomb County Community Services Agency to have the college display and recruiters available at:
  Mt. Clemens Action Center
  Warren Action Center

Single Parent/Homemaker & Sex Equity Program

2.1 Develop a community awareness of the support network and services available.
- Represent the program at the College Fair, Resource Expo, Career Fair, Adult Education meetings and information seminars.
- Present program information to community programs.
- Respond to requests from high school regarding resources available to non-traditional students.
- Disseminate brochures and fliers to appropriate professionals.
- Develop a direct mailing of brochures and fliers to targeted populations.
- Cosponsor a Young Parents' Conference held at MCC.
- Provide a career awareness workshop focusing on vocational training and non-traditional careers.
- Provide campus tours for support class students.
- Advertise in newspapers and the cable Community Billboard.

Financial Aid

1.1 Use financial aid information in recruitment.
- Sponsor Community Financial Aid Workshops.
- Co-sponsor, with a local bank, programs on how to finance a college education.
- Represent financial aid at the College Fair, Job Clubs, and Adult Education meetings.
- Promote and award Edward L. Ebert Adult Scholarships among Adult Ed personnel.
- Co-sponsor High School Counselors' Financial Aid Workshops with the State of Michigan.
- Present financial aid program information at area high schools when level of staffing permits.
- Disseminate Quality is Affordable, MCC's financial aid handbook, to high school counselors and adult education directors.

Counseling

1.1 Promote MCC in area high schools.
- Participate in the College Fair and college nights.
- Establish annual policy for high school visitations.

1.2 Increase activities in industrial liaison.
- Participate in educational fairs.
- Provide on-site registration assistance.
- Work with industry training coordinators.
- Host an adult education night

2.1 Increase the network with area high schools.
- Plan a musical, a luncheon and an information in-service day.
- Have counselors assigned to every high school.
- Encourage membership in Macomb County Personnel and Guidance Association.

Marketing

1.1 Increase the perceived value of an education.
- Publicize the results of successful educational experiences.
- Include MCC students in high school recruitment.
- Feature common but successful graduates in advertising.

1.2 Develop an appropriate marketing strategy for the more sparsely populated northern half of the county.

1.3 Increase recruitment efforts toward those who have expressed an interest in Macomb.
- Establish a database from Information Center inquiries.
- Implement a recruitment communications mail system.

2.1 Establish criteria for the content and format of recruitment publications.

3.1 Increase involvement in recruitment activities and events.
- Increase the number of faculty directly involved in events.
- Use internal communications to inform staff of upcoming recruitment events.
- Route recruitment-oriented publications to all interested staff.
- Establish an electronic bulletin board of recruitment events.

Admissions

1.1 Increase recruitment efforts toward those who have taken the ACT/SAT tests.
- Define an appropriate range of scores to target.
- Provide information about Macomb to those who have expressed an interest in Macomb on their test.

1.2 Continue the promotion of Early Admission Programs with high school students.

2.1 Enhance post admission, pre-registration communications systems with prospective students.
- Coordinate the system of letters currently going to admitted students from a variety of offices.
- Update the International student admissions system.
- Develop computerized processing of selective admissions requests.
- Improve the Student Success exemption request process.
- Streamline and enhance evaluation process of transfer credit requests.

1987-88 Recruitment Action Plan

Recruitment strategies are more effective as they become more targeted to the specific needs and interests of individuals. General activities tend to reach large numbers of people, but have less impact on each individual. The concept of this plan is based on the premise that market segments often differ in ways which affect not only their potential for greater yield but also the type of promotional strategies which will be most successful in achieving that end. If this assumption is correct, then it makes good sense to evaluate the potential of each market in some comprehensive and systematic way and, to the extent that it is practicable, to formulate differential promotional strategies to achieve the maximum return on invested resources. This market segmentation approach also presents an opportunity to experiment with innovative promotional activities, and to assess the notion that promotional activities which are selected to suit the unique characteristics of a market will have a cumulative impact which is far greater than that which would have been achieved with a generalized effort.

The basic approach of this recruitment plan is to separately define three distinct audiences within our service district and develop strategies targeted toward their unique needs, reaching them where they are and addressing their more specific interests. By using three segments, it combines the more effective approach with a manageable number of primary targets. More sophistication can be added to the market segmentation at a later point in time, once procedures and mechanisms are established and refined.

Designation of Target Audiences

In reviewing historical enrollment data, it becomes evident that the most discriminating factor in the probability of individuals enrolling at Macomb is age. It provides a general measure of a person's life phase, typically differentiating between youth, who are initially preparing for a career or are still undecided as to their future goals, and adults, who have family responsibilities and have work and life experience. Recruitment activities should focus upon these groups prior to times when educational decisions are made, suggesting high school graduation as a natural and practical break between youth and adults markets. Youth remains as the highest priority segment due to its traditionally high educational participation rate and number of credit hours taken, but adults provide a greater potential for market growth.

A relatively new and growing factor is the support of business and industry for the education and training of their current or laid off workforce. The phenomenon has been brought about in part by rapid technological changes and intense competition, particularly in manufacturing. This is a unique market segment in the sense that recruitment activities would be directed toward the employer rather than the potential student.

These factors provide the basis for the designation of the following three primary market segments, in priority order:

1. High School Students
2. Community Adults
3. Business and Industry

High School Students

Without migration into the district, the status quo projections for college enrollment are declining until 1995, when the increase in births will reach college age. Table 3 (on page 8 of this plan) shows this year's stabilization in the number of high school seniors in the county and an increase of almost 1000 eleventh grade students due to in-migration. But increases in college enrollment are proportionally very small. If 70% of these additional juniors graduate, 50% of the high school graduates go on to college, and 56% of the college-bound graduates attend Macomb, that population increase translates to only 188 additional students at Macomb in the fall of 1988. To increase Macomb's enrollment of high school graduates by a greater amount, marketing strategies should include (1) increasing the size of the market (the proportion of high school graduates who attend college) and (2) increasing Macomb's market share (the proportion of college-bound graduates who attend Macomb.)

The marketing approach dictates that the way to increase the size of the market is to match the product with the needs of the consumer. In other words, to get more high school students to apply for college, we must help them view themselves as college material, show them the link between the college experience and their own needs and aspirations, and show them the path (the procedural steps) to make the transition. According to Zemsky & Oedel (1983), the needs of youth relative to college choice tend to center around career information, peer opinion, and the need to maintain a sense of social belonging. They go on to note that parents' choices are more likely to reflect family income and distance constraints. The Recruitment Committee identified the educational needs of youth to include:

- Financial aid
- Career information
- Job credentials
- Employment skills
- Transfer credit
- Basic skills development
- Goal setting assistance

In recruiting high school students, it is as important to reach those who influence the students' opinions as it is to communicate directly with the students. This secondary audience includes their teachers, counselors, parents and peers.

Direct communication with high school students can best be accomplished through current college students. They have "a lot of energy and credibility" with the high school students, serving as role models they can identify with, and as personal contacts to answer their questions honestly (Hardwick, 1987).

MCC strategies for recruiting youth in the high schools are:

1. Enlarge the percentage of youth perceiving themselves as college-bound with messages that clarify college requirements, access, compatibility with their lifestyles and aspirations, and career options that they have.

2. Use personal interaction, high school visitations, high school ambassadors, small groups, and informal question & answer sessions with role models.

3. Utilize print media that is more effective with this audience, including colorful visual and printed materials with less written copy.

4. Focus additional communication and interaction with high school faculty, counselors, and parents to influence those who advise high school students.

5. Make them aware of scholarships available to them at Macomb.

6. Determine specific tactics appropriate for each public high school where less than 25% of the graduates enroll at Macomb in order to increase market share.

7. Determine specific tactics appropriate for each public high school that graduates more than 400 students per year in order to increase market growth.

New communications for high school students to be developed in 1987-88 are:

- a recruitment video tape to be used in Student Success Orientations, with copies for placement in high school libraries and counseling offices.

- a poster suitable for display on the inside of high school locker doors.

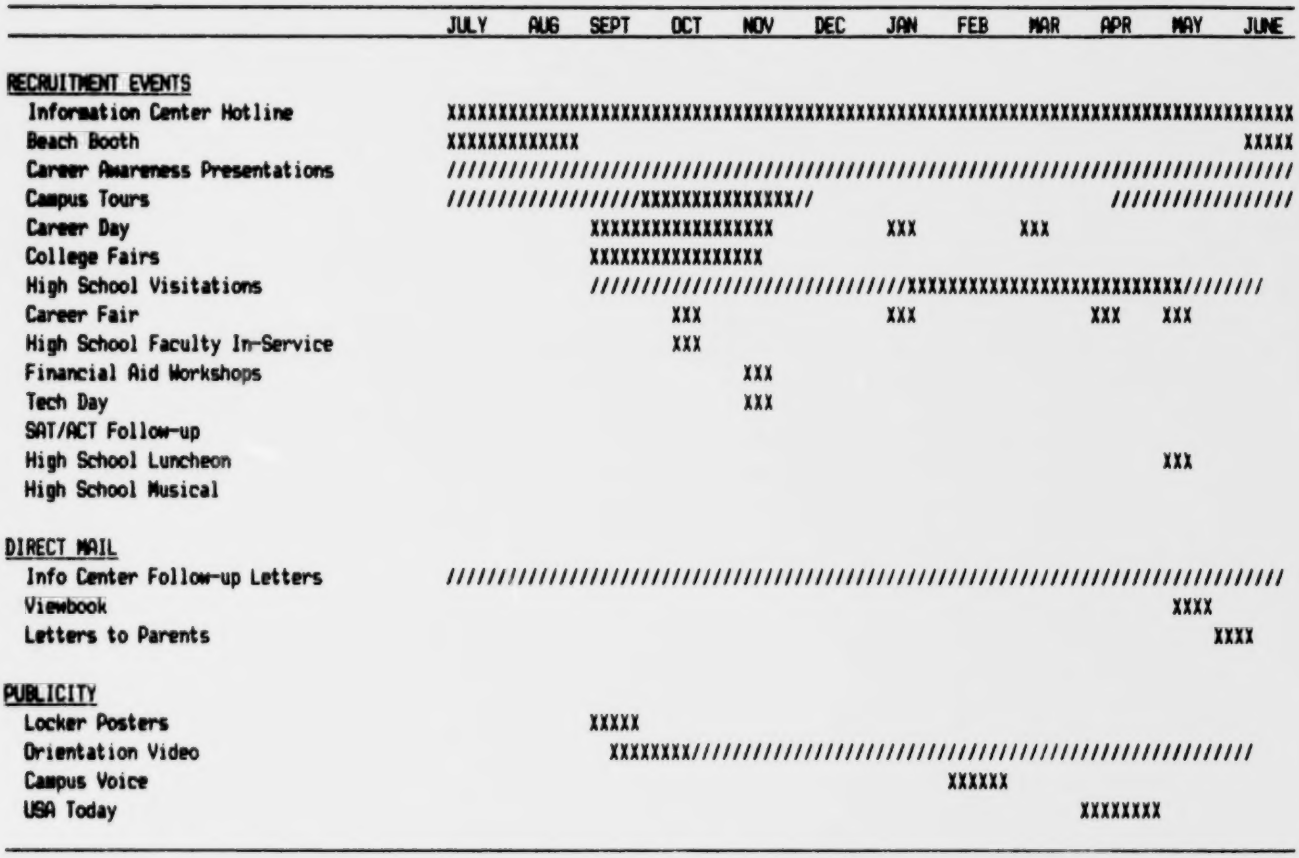
- revision of the Viewbook

Recruitment occurs in a progressively more focused manner at each grade level. Visibility and name recognition is encouraged prior to the high school years through community service participation and college involvement in such projects as the Science Olympiads and the Sunshine Series at the Center for the Performing Arts.

High School Student Communications

Behavior	Messages	Vehicles	Activities
9TH GRADE HIGH SCHOOL STUDENTS			
Awareness	Careers Benefit of college Image of MCC	Packets for Career Ed	
10TH GRADE HIGH SCHOOL STUDENTS			
Awareness	Image of MCC Careers Benefit of college	Posters Bumper Stickers	H.S. Career day
Interest/ Inquiry	MCC Advantages	Discussions	Career Awareness presentations
11TH GRADE HIGH SCHOOL STUDENTS			
Awareness	Image of MCC Careers Benefit of college	MCC students Posters Video Viewbook Campus Voice	High school visitations College fairs Career fairs Direct mail
Interest/ Inquiry	Program Info MCC advantages Financial aid	MCC students Brochures Counselors/ Teachers	Career Awareness High school visitations Financial aid workshops Meeting with counselors
12TH GRADE HIGH SCHOOL STUDENTS			
Awareness	Image of MCC Careers Benefit of college	Speakers Video MCC students USA Today VICA meetings	High school visitations College fairs Career fairs H.S. career days Health Concepts course
Interest/ Inquiry	Program Info MCC advantages Financial aid	MCC students Catalog Brochures Counselors/ Teachers Info Center	Campus tours High school visitations Financial aid workshops Meeting with counselors
Follow-up	Individual caring Goals setting assistance Admissions procedures	Letters Telephone calls Schedule of Classes	Study skills workshops Visions project H.S. Scholarship awards Early Admit program

1987-88 RECRUITMENT ACTIVITY TIMELINES
HIGH SCHOOLS



Community Adults

Adults form the market segment with the most potential for growth. This is in part due to technological changes in their jobs, multiple career changes, and the influx of women into the workforce. A study by Aslanian and Brickell (1980) found that more than half of all the adult learners studied to cope with career transitions. Adults undergoing a particular transition usually studied a topic specifically related to that transition.

In A Survey of the Adult Learners of Macomb County (1985), adults' interests in education tended toward general education courses, business management, and computer classes, though not necessarily to get an associates degree. Their barriers to taking classes were financial, convenience, work schedules, child care problems and family commitments.

The Recruitment Committee has expanded this list to include:

- Professional enhancement
- Licensing/credentials
- Job skills upgrade/retraining
- Basic skills development/ remediation
- Personal enrichment
- Flexible programs/ class schedules
- Convenience and easy access
- Support groups/ on-campus involvement
- Career information
- Day care information
- Financial aid

MCC strategies for recruiting adults within the community:

1. Establish a process for recruiting continuing education students into the degree-credit program by providing specific information that relates continuing education courses to degree credit courses.

2. Concentrate messages on career benefits, low cost and financial aid, and convenience/location.

3. Target specific adults groups, including county adult education graduates, returning homemakers, professional groups, and alumni for non-degree coursework.

4. Target the specific areas of Sterling Heights, Mt. Clemens, Roseville, East Detroit and St. Clair Shores for presentations to community groups, emphasizing the value of education and technical opportunities.

5. Encourage adult groups to become familiar with the campuses by holding their group activities on site.

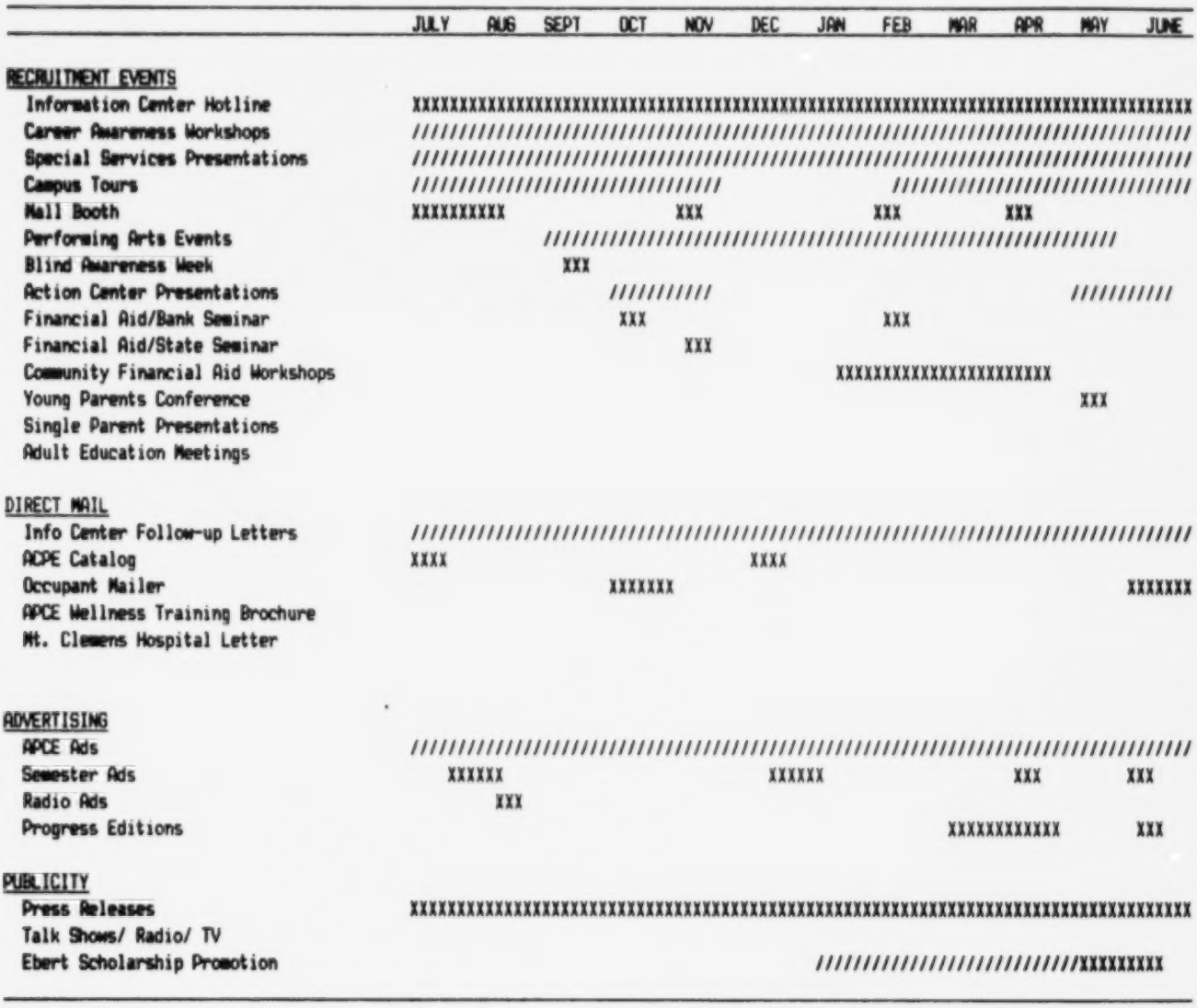
Community Adult Communications

Behavior	Messages	Vehicles	Activities
Awareness	Convenience Location Benefit of college Career advancement opportunities	Advertising Direct mail Professional groups Radio/TV Press releases	Campus visits Presentations Mall Booths Performing Arts events Speakers Bureau
Interest/ Inquiry	Program Info MCC Quality Financial aid	Info Center Brochures Catalog Schedule of Classes APCE Catalog	Counseling Support groups Financial aid workshops
Follow-up	Individual caring	Personalized Letters Telephone calls	Ebert scholarship award

Communications projects for 1987-88 for the adult market are:

- Evaluate the effectiveness and options for the occupant mailer.
- Special Services brochure.

1987-88 RECRUITMENT ACTIVITY TIMELINES
COMMUNITY ADULTS



Business & Industry

The educational needs of business and industry are centered around their need to maintain a competitive marketplace advantage through the skills of their workforce and the integration of technology into production processes. The flexibility of community colleges alleviates some of the problems that arise for businesses in working with more traditional types of educational providers. In particular, companies need:

- quick start-up of training programs
- flexibility in registration, scheduling, and payment processes
- on-site delivery
- assurance of results
- content applicability to the company's work
- articulation of course credit

MCC strategies for recruiting from businesses are:

1. Integrate recruitment efforts with existing business & industry linkages.
   - Utilize personal contact with business executives.
   - Strengthen union liaisons.

2. Establish a communication system to provide program information to business locations.
   - Seek opportunities for in-plant presentations/visitations.
   - Develop posters/flyers/brochures specific for in-plant distribution.
   - Use regular newsletters to businesses.

3. Promote the value and meaning of the associate degree to employers.
   - Develop an appropriate set of messages to use in targeted promotions.
   - Investigate the use of a guarantee/warranty on training for graduates.

4. Encourage Recruitment Committee participation by contract training personnel.

5. Continue the current promotion of both degree-credit and non-degree credit offerings through the Chambers of Commerce, Small Business Development Network and the Macomb County Planning Commission brochures and newsletters.

Business & Industry Communications

Behavior	Messages	Vehicles	Activities
Awareness	Convenience Location Quality & updated information Benefits of workforce training	Advertising Direct mail Professional groups Radio/TV Press releases	Company displays Business expos Trade shows Personal contact
Interest/ Inquiry	Program Info MCC Quality Diverse and current info	Catalog Brochures Schedule of Classes	Business & industry counseling liaison
Follow-up	Attention to company	Personalized Letters	Personal contact

1987-88 RECRUITMENT ACTIVITY TIMELINES
BUSINESS AND INDUSTRY

	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
RECRUITMENT EVENTS												
Educational Fairs (Industrial)	//////////	//////////	//////////	//////////	//////////	//////////	//////////	//////////	//////////	//////////	//////////	//////////
Chamber of Commerce Trade Show				XXX								
Tech Day at MCC				XXX								
Trade Associations									XXX			
Industrial Business Expo (Southfield)										XXX		
Health Expo (Cobo)											XXX	
Vision Expo (Cobo)												XXX
Autofact (Cobo)												XXX
DIRECT MAIL												
TECHNET Newsletter					XXX				XXX			
APCE Brochures												
CHRD Brochures												
Co-op Newsletter												
NEWSPAPER ADVERTISING												
Semester Ads	XXXXXX					XXXXXX				XXX		XXX
CHRD/ Specialized Ads						XXXXX

College-Wide Expenditure Plan
1987-88 Recruitment Activities

COST CENTER	DESCRIPTION		AMOUNT	TOTALS
16321-2159	PART-TIME RECRUITMENT STAFF			$ 33,800
	Info Ctr Supervisor	20 hr@ 4.50	4,680	
	Information Center	80 hr@ 4.00	16,640	
	Promotional Reps	60 hr@ 4.00	12,480	
16321-2317	GRAPHICS			4,000
16321-2355	PRINTING & DUPLICATING			3,000
16321-2517	MILEAGE			300
16321-2521	SEMINAR SUPPORT			1,500
	TRADE SHOWS			11,500
16321-2988	Chamber of Commerce		1,500	
16321-2988	Autofact		3,000	
16321-2988	Industrial Business Expo		2,000	
14430	Vision Expo (Cobo)		3,000	
14440	Health Expo (Cobo)		2,000	
	EXTERNAL PRINTING			48,310
16320-2356	Viewbook		20,000	
16320-2356	Posters		3,000	
16320-2356	Fall Occupant Mailer		7,500	
16320-2356	Spring Occupant Mailer		7,500	
16320-2356	Bumper stickers		1,000	
15130-2531	Campus Voice		6,800	
15130-2531	USA Today		2,510	
16320-2522	COMMITTEES			300
	ADVERTISING			55,610
16320-2535	Fall Semester		20,000	
16320-2535	Spring Semester		15,000	
16320-2535	Summer Semester		3,210	
16320-2535	Applied Tech		1,200	
16320-2535	Progress Editions		3,000	
16320-2535	Directories, Misc.		4,000	
35331	CHRD		1,200	
15131-2535	APCE		8,000	
	PERIODICALS & SUBSCRIPTIONS			408
16321-2322	Recruitment and Retention		149	
16321-2322	Student Recruitment Marketing		25	
16320-2322	Marketing for Higher Education		34	
16320-2322	Admissions Marketing Report		95	
16320-2322	College Marketing Alert		40	
16320-2322	Enrollment Action Report		65	
	RECRUITMENT BROCHURES 10 @ $1,500			15,000
11331-2317	Plastics			
11331-2317	Metallurgy			
11331-2317	Fluid Power			
35323-2317	Special Services			
14440-2317	Purchasing			
14440-2317	Fashion			
14440-2317	Legal Assistant			
14440-2317	Transportation/Phys Dist			
15131-2317	APCE Management			
16320-2317	Discipline Information Sheets			
	CAREER AWARENESS GRANT			14,000
	TOTAL			$189,228

Evaluation

The evaluation component of the 1987-1988 recruitment plan is designed in the context that recruitment is a going concern. Evaluation then plays a vital roll in directing and adjusting the ongoing and future recruitment activities of Macomb. The intent of this evaluation is formative rather than summative.

Research summarized by Volkmann (1986) in CASE Currents identified the most effective methods of recruitment, in priority order, to be:

1. one-to-one, face-to-face conversation
2. a small group discussion or meeting
3. a person speaking before a large group
4. a telephone conversation between two people
5. a handwritten, personal note
6. a typed, personal letter not generated by computer
7. a computer generated "personalized" letter
8. a mass-produced, nonpersonal letter
9. a brochure sent out as a direct mail piece
10. an article in an institutional newsletter or magazine
11. news carried by the mass media
12. advertising in newspapers, radio, television, magazines, posters, etc.
13. other nonpersonal forms of communication (billboards, etc.)

The recruitment plan for Macomb calls for the use of a complete array of these communication channels. This approach balances the amount of available human and fiscal resources against reach and impact, and provides multiple opportunities for contact. Evaluation measures will be combined and weighted for each component and compared to total cost of that component to assess its cost effectiveness. Components will also be assessed according to their role in the overall recruitment and promotional program. Recommendations will then be made for the use of resources for the following year.

To implement this evaluation, the following new procedures are underway:

- Designation of evaluation project coordinators for communications and recruitment services
- Development and implementation of evaluation forms
- Split run printing of the Occupant Mailer to test messages
- Telephone surveys for benchmark data; pretest & posttest of the Mailer
- Addition of 2 telephone lines in the Information Center for testing
- Organization of student panels at each campus to participate in focus groups and other research
- Implementation of readability software for copy assessment

Evaluation of the recruitment program will occur at three levels:
(1) preparation, (2) implementation and (3) impact.

Preparation evaluation attempts to assess the adequacy of the information gathering and planning and how well the program matches the demands of the situation. Implementation deals with how effectively the program is carried out and how well communications are disseminated. Impact measurement documents the extent to which the goals and objectives stated in the plan are achieved. Cutlip, Center and Broom (1985) caution against substituting measures made at one level of evaluation as assessment of another level. The number of contacts made, for example, should not be used as an assessment of impact.

Levels of Recruitment Program Evaluation

Criteria	Measures	Methods
PREPARATION		
Background	Adequacy of the research	Committee review
	Accuracy of audience identification	
	Adequacy of the plan	
Messages	Appropriate content for the audience	Focus groups
	Message platform credibility	
	Timeliness	
Presentation	Style and format	Professional awards
	Consistency	Component comparisons
	Readability	Computerized tests
	Accuracy of content	Committee review
	Compliance with identity program	Color, typeface, logo
	Position of advertising	Page & placement
	Development costs	Supplies, mileage, staff, & printing
IMPLEMENTATION		
Distribution	Appropriateness of medium	Secondary research
	Reception of activity/event	Participant evaluation
	Quantity of message deliveries	# of activities
		# of publications
		# of ads
	Distribution costs	Mailing costs
		Ad costs
Exposure	Size of the delivered audience	Readership reports
		Event attendance
		Contacts made
Completeness	Follow through of planned activities	Comparison to plan
IMPACT		
Awareness	Recognition of Macomb	Telephone surveys;
	Recognition of message content	Blind storyboards
	Comparisons of message recall	
Attitude change	Perceived value of education	Telephone surveys
	Image of MCC	Focus groups
	Reputation of MCC	
Behavior change	Achievement of objectives	Department judgement
		Info Center calls
		Coupon returns
		Registration counts
		Penetration ratios

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APPENDIX A

MCC STUDENT PROFILES

MCC STUDENT PROFILES

Table 1
MCC Student Headcount by Age

	Spring 1983	Fall 1983	Spring 1984	Fall 1984	Spring 1985	Fall 1985	Spring 1986	Fall 1986
Under 20	3,289	6,047	2,882	5,611	2,712	5,251	2,625	5,548
20 - 24	11,045	8,199	9,459	7,792	8,910	7,675	8,855	9,219
25 - 50	12,169	10,262	10,650	10,054	10,206	9,861	10,372	11,552
49 - 50	672	542	543	531	458	447	616	708
TOTAL	27,224	25,090	23,588	24,042	22,343	23,306	22,474	27,035

Table 2
Distribution of MCC Student Body by Age

	Spring 1983	Fall 1983	Spring 1984	Fall 1984	Spring 1985	Fall 1985	Spring 1986	Fall 1986
Under 20	12%	24%	12%	23%	12%	23%	12%	21%
20 - 24	41	33	40	32	40	33	39	34
25 - 50	45	41	45	42	46	42	46	43
Over 50	2	2	2	2	2	2	3	3
Average Age	27.0	26.1	27.0	26.3	27.0	26.3	27.6	26.8

Table 3
Primary Goal of Macomb Students

	Fall 1983	Spring 1984	Fall 1984	Spring 1985	Fall 1985	Spring 1986	Fall 1986
Improve existing job skills	13%	14%	16%	16%	17%	17%	17%
Prepare for new job	26	29	32	33	35	34	33
University transfer credit	16	17	20	22	23	22	24
Personal interest	4	4	4	5	5	5	5
Other	1	1	2	2	2	3	3
Not designated	40	35	26	22	18	19	18

Table 4
Educational Objective

	Spring 1983	Fall 1983	Spring 1984	Fall 1984	Spring 1985	Fall 1985	Spring 1986	Fall 1986
	(NA)							
Associate Degree only		24%	26%	30%	30%	32%	30%	30%
Certificate only		3	4	4	4	4	4	4
Apprenticeship		2	2	2	3	3	3	3
Certificate and A.D.		11	12	13	14	15	14	13
Selected courses only		15	17	18	19	19	19	19
Other		42	35	27	24	21	22	22
Not designated		3	4	6	6	6	8	9

Table 5
Location of Residence

	Spring 1983	Fall 1983	Spring 1984	Fall 1984	Spring 1985	Fall 1985	Spring 1986	Fall 1986
Warren/Centerline	23%	24%	23%	22%	22%	21%	21%	20%
Mt. Clemens	16	15	16	15	15	16	15	16
Sterling Heights	14	15	14	15	15	15	15	13
Roseville/Fraser/ED	14	14	13	14	14	13	13	13
St. Clair Shores	10	9	9	9	9	9	9	9
Washington/Utica	6	7	7	7	7	7	7	7
Romeo to New Haven	3	3	3	3	3	3	3	3
New Baltimore	2	2	2	2	2	2	2	2
Detroit	5	5	5	5	6	5	6	6
Grosse Pointes	2	2	2	2	2	2	2	2
Other out-district	5	5	6	5	6	6	7	8

Table 6

Curriculum Choices of MCC Students
(percent of student body)

Curriculum	Spring 1983	Fall 1983	Spring 1984	Fall 1984	Spring 1985	Fall 1985	Spring 1986	Fall 1986
Undecided	28%	15%	12%	13%	13%	14%	15%	14%
Undecided - Business		5	5	5	5	5	5	5
Undecided - Other		3	3	3	2	3	2	2
General Education	25	13	12	11	12	12	11	10
General Studies		5	6	6	6	6	7	5
BDP/CIS	5	8	8	7	6	6	5	5
Accounting	4	5	5	5	5	6	5	5
Business Mgmt	2	4	5	5	5	6	5	5
General Business	7	3	3	3	3	3	3	3
Auto Body Design		1	1	2	2	2	2	3
Nursing		3	3	3	2	2	2	2
Electronic Eng Tech	2	3	3	2	2	2	2	2
Graphic/Comm Art	1	2	2	2	2	2	2	2
Word Processing		2	2	2	2	2	1	1
Marketing		1	1	1	1	2	2	1
Robotics			2	2	1	1	1	1
Adm Secretary		1	1	1	1	1	1	1
Law Enforcement		1	1	1	1	1	1	1
Legal Assistant		1	1	1	1	1	1	1
CCT	1	1	1	1	1			

All other programs are less than 1%.

APPENDIX B

1986-87 RECRUITMENT ACTIVITIES

RECRUITMENT ACTIVITIES/EVENTS

01-01-80 AT 3:30 a.m.

ACTIVITY	BEGIN	END	CONTAC	APPLG	APPLR	ICARDG	ICARDR
Vision Expo	06-09-87	06-11-87	380	45			
Presentation-Lakeshore High School	05-27-87	05-27-87	35				
Presentation-Eisenhower High School	05-21-87	05-21-87	40				
Presentation-Lincoln High School	05-20-87	05-20-87	34				
Presentation-East Detroit High School	05-20-87	05-20-87	34				
Presentation-Mt. Clemens	05-19-87	05-19-87	30				
Presentation-Eisenhower High School	05-19-87	05-19-87	34				
Presentation-Lincoln High School	05-18-87	05-18-87	37				
Metro Beach Sesquicentennial	05-16-87	05-16-87	45	24			
Presentation-Lakeview High School	05-15-87	05-15-87	35				
Health Expo	05-15-87	05-16-87	110	25			
Presentation-East Detroit High School	05-15-87	05-15-87	27				
Fitzgerald High School	05-14-87	05-14-87					
Warren Consolidated High School Campus Visitation	05-14-87	05-14-87	50				
Oakland University Career Fair	05-13-87	05-13-87					
Osborn Career Fair	05-13-87	05-13-87					
Presentation-Mt. Clemens High School	05-13-87	05-13-87	25				
Oakland University	05-13-87	05-13-87	55	30	3	5	
Warren High School	05-13-87	05-13-87	30				
Presentation-East Detroit High School	05-13-87	05-13-87	34				
East Detroit High School College Fair	05-12-87	05-12-87	25				
Conner Stamp Plant Jobs Day	05-12-87	05-12-87					
Presentation-Fitzgerald High School	05-12-87	05-12-87	34				
Presentation-Mt. Clemens High School	05-12-87	05-12-87	36				
Presentation-Mt. Clemens High School	05-08-87	05-08-87	35				
Saginaw Detroit Educational Fair	05-07-87	05-07-87	30	8			1
Presentation-Mt. Clemens High School	05-07-87	05-07-87	37				
Presentation-Lincoln High School	05-06-87	05-06-87	37				
Samaritan Health Center	05-05-87	05-05-87					
Presentation East Detroit High School	05-02-87	05-02-87	25				
Presentation-Lakeview High School	05-01-87	05-01-87	30				
Presentation-Lincoln High School	04-29-87	04-29-87	30				
Presentation-Lincoln High School	04-26-87	04-26-87	36				
Presentation-Mt. Clemens High School	04-24-87	04-24-87	46				
Presentation-Mt. Clemens	04-23-87	04-23-87	58				
Presentation-Mt.Clemens High School	04-23-87	04-23-87	41				
Industrial Expo	04-21-87	04-22-87	100	30		10	
Southfield Civic Center-Industrial	04-21-87	04-22-87	114	30			
Presentation-Mt. Clemens High School	04-14-87	04-14-87	34				
Presentation-Lakeview High School	04-09-87	04-09-87	34				
Macomb Community College Fair	04-08-87	04-08-87					
Macomb Community College Career Fair	04-08-87	04-08-87	250	60		12	12
Presentation-Lakeview High School	04-08-87	04-08-87	32				
Presentation-Lakeview High School	04-03-87	04-03-87	30				
Presentation-Lakeview High School	04-03-87	04-03-87	27				
Presentation-Anchor Bay High School	04-03-87	04-03-87	37				
Macomb Community College Fair	04-02-87	04-02-87					
Young Parents Conference-MCC	04-02-87	04-02-87	95	3		9	9
Presentation-Anchor Bay High School	04-02-87	04-02-87	39				
Presentation-Lakeview High School	04-01-87	04-01-87	20				

RECRUITMENT ACTIVITIES/EVENTS

01-01-80 AT 3:30 a.m.

ACTIVITY	BEGIN	END	CONTAC	APPLG	APPLR	ICARDG	ICARDR
IBM Tech Center-CPC Engineering	03-31-87	03-31-87	35	11			
Presentation-Anchor Bay High School	03-27-87	03-27-87	26				
Presentation-East Detroit High School	03-26-87	03-26-87	50				
Presentation-WWTHS	03-26-87	03-26-87	50				
Presentation-St. Clements High School	03-25-87	03-25-87	36				
Presentation St. Clements High School	03-20-87	03-20-87	46				
Presentation-St.Clements High School	03-20-87	03-20-87	23				
Presentation-St. Clements High School	03-20-87	03-20-87	23				
Presentation-Southlake High School	03-20-87	03-20-87	50				
Presentation-Fitzgerald High School	03-19-87	03-19-87	15				
Presentation-Eisenhower High School	03-19-87	03-19-87	59				
Presentation-Eisenhower High School	03-18-87	03-18-87	29				
Wmn. in Non-trad. Careers Class, Born School, St.Cl. Shores	03-17-87	03-17-87					
Continuing Education for Youth Program, Reid Inter. School	03-16-87	03-16-87					
Presentation-Sterling Heights High School	03-13-87	03-13-87	18				
Presentation-Cousino High School	03-11-87	03-11-87	30				
Macomb County Inter-Agency Council's Women's Issues Conf.	03-11-87	03-11-87					
Presentation-St. Clements High School	03-11-87	03-11-87	30				
Cousino High School Tech Presentation (2)	03-11-87	03-11-87	77				
Warren Woods High School Tech Presentation (2)	03-09-87	03-09-87	76				
Fleetwood Plant	03-06-87	03-06-87	36	12	2	15	3
Presentation-St. Clements High School	03-06-87	03-06-87	9				
St. Clair County Vocational Tech.	03-05-87	03-05-87	58	2	0	5	5
Presentation-Career Prep	03-04-87	03-04-87	30				
Career Prep Center Tech presentation (2)	03-04-87	03-04-87	78				
Butcher Community Education Center's Job Club	03-03-87	03-03-87					
St. Cl. Shores Schools Post-Second. Ed. Oppr. for Special Ed	02-26-87	02-26-87					
Presentation-Mott High School	02-25-87	02-25-87	30				
Presentation-Lincoln High School	02-25-87	02-25-87	32				
Butcher Comm. Education Center's Job Club	02-25-87	02-25-87					
Mott High School Tech Presentation (2)	02-25-87	02-25-87	80				
Presentation-Warren Woods High School	02-23-87	02-23-87	36				
Warren Head Start Parent Meeting	02-19-87	02-19-87					
Presentation-Sterling Heights High School	02-18-87	02-18-87	39				
Presentation-Chippewa Valley High School	02-18-87	02-18-87	37				
Sterling Heights High School Tech Presentation (2)	02-18-87	02-18-87	80				
Macomb Community College Expo	02-16-87	02-17-87	55	0	0	5	1
Hydramatic Education Fair	02-12-87	02-12-87					
Anchor Bay High School	02-11-87	02-11-87	120			2	
Macomb County Inter-Agency Council	02-11-87	02-11-87					
L'anse Cruise Vocational Tech	01-22-87	01-22-87	20	3	0	4	2
Bethany East St. Margaret's Church St. Clair Shores	01-16-87	01-16-87					
Jeanette Junior High School Career Night	01-15-87	01-15-87	35	0	0	10	5
Mt. Clemens High School Catapult Program	01-15-87	01-15-87					
Macomb County Inter-Agency Council Meeting	01-14-87	01-14-87					
Utica Head Start Parent Meeting	01-13-87	01-13-87					
Eaton Academy, Birmingham College Fair	01-12-87	01-12-87					
Warren Woods Enterprise Highschool	01-09-87	01-09-87					
Pankow Career Center-L'anse Cruese Oppor. to change Program	01-08-87	01-08-87					
Coca-Cola Career Day	10-04-86	10-04-86					

RECRUITMENT ACTIVITIES/EVENTS

01-01-80 AT 3:30 a.m. Page 3

ACTIVITY	BEGIN	END	CONTAC	APPLG	APPLR	ICARDG	ICARDR
MACROA-Wayne County Community College-Northeast Center	12-04-86	12-04-86					
MACROA-Wayne County Community College-Downtown Campus	12-03-86	12-04-86					
MACROA-Wayne County Community College	12-02-86	12-03-86	280	7	6		56
Lakeview Automotive Activity	11-21-86	11-21-86					
Ford Rouge Plant	11-18-86	11-18-86	25	6	0	1	0
Dearborn Assembly Plant Education Fair	11-18-86	11-18-86	25	6		1	
Warren Cons. Schools Teacher Consultants-Tour S.C.	11-14-86	11-14-86					
Financial Aid Seminar	11-11-86	11-11-86					
Ford Trim Plant	11-05-86	11-05-86	200	12	12	6	6
Ford Utica Trim Plant Education Fair	11-05-86	11-05-86	200	12	12	6	6
Kellwood Public School - Career Day	11-04-86	11-04-86	15			4	4
Macomb County Action Center	11-03-86	11-14-86	180	25	1	50	40
Macomb County Comm. Service Action Center	11-03-86	11-14-86					
Job Club Campus Tour (South)	10-23-86	10-23-86					
The College Fair	10-23-86	10-23-86					
Mi. Assoc. of Learning Disabilities Educators Conference	10-17-86	10-17-86					
Macomb County Community Services Agency - Open House	10-14-86	10-14-86					
Macomb Inter-Agency Council Meeting-Mt. Clemens	10-08-86	10-08-86	100	0	0	3	3
The Macomb County Chamber of Commerce Business Expo	10-07-86	10-08-86	350	5	0	5	5
Grace Hospital Comm. Outreach on Aging	09-29-86	09-29-86		0	0	0	0
Blind Awareness	09-23-86	09-25-86	50	5	5	10	6
Macomb Inter Agency Open House-Septemberfest	09-09-86	09-09-86	100	0	3	3	3
Macomb Mall	08-24-86	08-29-86	350	50	5	0	0
Roseville Plaza Mall	08-05-86	08-25-86					
Metropolitan Beach	06-30-86	08-01-86					
Action Communication/Stud. Success Srvs. Training Sessions	06-07-86	08-23-86					
Tour MCC South Campus	06-05-86	06-05-86					
Mary Lange, Teacher	06-02-86	06-02-86					
Born School	05-23-86	05-23-86					
Campus Tour-Born School	05-23-86	05-23-86					
Tour MCC South Campus/Displaced Homemaker/Burn Center	05-23-86	05-23-86					
Fitzgerald H.S. Fair-"Learning Together for the Future"	05-22-86	05-22-86					
Tour MCC South Campus/Romeo High School	05-15-86	05-15-86					
Macomb Inter-Agency Council	05-14-86	05-14-86					
Job Club	05-13-86	05-13-86					
Tour MCC South Campus/Butcher Job Club	05-12-86	05-12-86					
Stroh Employee Transition Center	05-09-86	05-09-86					
Tour MCC Center Campus/Henry Ford II High School	05-08-86	05-08-86					
Wendy Caldwell, Non-Trad. Careers for Women	05-01-86	05-01-86					
Career Awareness Workshop	04-29-86	04-29-86					
Butcher Job Club	04-29-86	04-29-86					
Fluid Power/Cobo Hall	04-29-86	04-29-86					
Butcher Job Club	04-28-86	04-28-86					
Tour MCC Center Campus/Senior Citizens	04-24-86	04-24-86					
Career Fair	04-23-86	04-23-86					
Zuccaro's Country House - Office Expo	04-20-86	04-20-86					
Clinton Valley Mall	04-20-86	04-20-86					
Health, Health, Hooray	04-19-86	04-20-86					
Art Careers Seminar	04-08-86	04-08-86					
Job Placement Center Workshop	04-03-86	05-30-86					

RECRUITMENT ACTIVITIES/EVENTS

01-01-80 AT 3:30 a.m. Page 4

ACTIVITY	BEGIN	END	CONTAC	APPLG	APPLR	ICARDG	ICARDR
Macomb Mall	04-02-86	04-14-86					
Training for new Business Owners	04-02-86	04-02-86					
Mental Health Careers Seminar	03-25-86	03-25-86					
Monthly Tour/MCC South Campus	03-19-86	03-19-86					
MCC South Campus Tour/Boy Scouts	02-26-86	02-26-86					
Careers in Drafting Seminar	02-25-86	02-25-86					
"Capital Punishment" Panel	02-24-86	02-24-86					
Monthly Tour/MCC South Campus	02-19-86	02-19-86					
Career Changes - Retirement Workshop	02-19-86	03-26-86					
College Expo - Lansing	02-19-86	02-19-86					
Butcher Job Club	02-12-86	02-12-86					
Financial Aid Sessions for Students and Parents	02-08-86	02-08-86					
Clinton Valley Mall	02-03-86	02-24-86					
Tour South Campus/Oxford Schools	01-29-86	01-29-86					
Tour MCC/South Campus	01-08-86	01-08-86					
Blue Cross/Blue Shield	12-12-85	12-12-85					
Mount Clemens Action Center	12-10-85	12-20-85					
Frost Job Club	12-04-85	12-04-85					
"Music Man" Performing Arts/Project	11-13-85	11-13-85					
Chesterfield Mall	11-04-85	11-18-85					
Macomb Service Agency	10-23-85	10-23-85					
Mount Clemens Job Club	10-14-85	10-14-85					
Mount Clemens Action Center	10-01-85	10-11-85					
Warren Action Center	09-03-85	09-13-85					
Pontiac Parts Plant	08-14-85	08-15-85					
Ford Local 400/Education Fair	07-30-85	07-31-85					
Macomb Mall	07-22-85	07-28-85					
Clinton Valley Mall	07-08-85	07-08-85					
Universal Mall	07-01-85	07-02-85					
Presentation - Lincoln High School	04-1-87	04-1-87	46				

TOTALS

CONTAC	5,716.00	31.756 AVG.
APPLG	411.00	2.283 AVG.
APPLR	49.00	0.272 AVG.
ICARDG	166.00	0.922 AVG.
ICARDR	167.00	0.928 AVG.

Printed 180 of the 180 records.

APPENDIX C

PUBLICATIONS LOG

Name	Departmen	Purpose	Audience	Description	Contact Name	Phone	Rev D Ck
Radical Rest.	H & H.S.	Recruit	Students	Red and white trifold brochure listing curriculum and courses; also other Health and Human Services courses	S. O'Brien	2097	7/86
MCC Softball	Phy. Ed.	Sched.	Students	Gray and blue, four-fold pamphlet listing the women's 1986 softball schedule, coaching staff, media guide, and individual records.	E. Stanton	7119	1986
Men's Intr. Ath	Phy. Ed.	Info	Community	Beige and blue, four-fold pamphlet describing the men's athletic program, eligibility rules, Hall of Athletic Excellence, and an overview of the Physical Education Center/Services.	E. Stanton	7119	
College Catalog	Acad.Serv	Info	Students	Blue and white 300 page catalog listing Board of Trustees, MCC educational philosophy, degrees/certificates requirements, various services, assistance directory, and faculty information.	B. Wing	7407	Bi-an
S'thing Special	Admission	Recruit	High School	Pink flyer describing scholarship awards.	B. Stevens	7246	
Sel Admis Proc	Admission	Recruit	Students	Blue trifold brochure listing information on Associate Degree Nursing, Physical Therapist Assistant, Respiratory Therapy (2 yr) and Veterinary Technician programs.	B. Stevens	7246	86/88
Applica Admiss	Admission	Admit	Students	Application form for admission to the college.	B. Stevens	7246	7/87
Early Admission	Admission	Recruit	High School	Blue and white pamphlet outlining procedures for early admit high school students.	B. Stevens	7246	
WPS	Business	Recruit	ALL	Blue&white trifold listing curriculum and courses; also other business programs.	T. Dixon	2156	7/86
Purchasing	Business	Recruit	Students	Green trifold listing curriculum and courses.	T. Dixon	2156	7/81
Legal Secretary	Business	Recruit	Students	Yellow trifold brochure listing curriculum and courses; also other Business programs.	T. Dixon	2156	7/86
Management	Business	Recruit	Students	Light purple trifold brochure listing curriculum and courses; also other Business programs.	T. Dixon	2156	3/85
Marketing	Business	Recruit	Students	Gold trifold brochure listing curriculum and courses; also other Business programs.	T. Dixon	2156	12/88
Accounting	Business	Recruit	Students	Beige trifold brochure listing curriculum and courses; also other Business programs.	T. Dixon	2156	8/82
Comp Info Syste	Business	Recruit	Students	Blue&white trifold brochure listing curriculum and courses; also other business programs.	T. Dixon	2156	7/86
Cedit & Finance	Business	Recruit	Students	Green trifold brochure listing curriculum and courses; also other Business programs.	T. Dixon	2156	10/81
Cosmetology Rpt	Business	Recruit	Students	Light purple trifold brochure listing curriculum and courses; also other Business programs.	T. Dixon	2156	

Name	Departmen	Purpose	Audience	Description	Contact Name	Phone	Rev D Ck
Admin Secretary	Business	Recruit	Students	Blue&white trifold brochure listing bus./sec'y curriculum and courses.	T. Dixon	2156	7/86
Legal Assistant	Business	Recruit	Students	Blue&white trifold brochure listing curriculum and courses; also other Business programs.	T. Dixon	2156	
Co-op Concept	Business	Recruit	Student	Beige and brown brochure describing the Co-op Concept.	J. Varty	296-9039	
Industrial Coop	Co-op	Recruit	Community	Grey four-fold brochure listing information about the co-op experience, curriculum, and information.	J. Thompson	7639	
Emphasis	Coll Rel	Info	Staff	Beige and black trifold (colors subject to change) describing "What's Happening at the College".	N. Simonson	7063	
Occupant Mailer	Coll. Rel	Recruit	Community	Four-pate tabloid, quarter folded. Color and format varies. Mailed to postal patrons in Macomb County prior to mail registration. Contains all course offerings. Mailed spring and fall.	N. Simonson	7063	
USA Today Suppl	Coll. Rel	Recruit	Students	20-page, four color tabloid with full page MCC ad on back. Special careers supplement with regular edition of USA Today for use by teachers as classroom project for high school students.	N. Simonson	7063	
Campus Voice	Coll. Rel	Recruit	Students	50 page, high quality magazine distributed to Macomb County high schools seniors. Contains four-page special section with photos on MCC. Other MCC info and business reply card is included.	N. Simonson	7063	
Class Schedule	College	Registr	Students	Saddle-bound newsprint. Includes forms, class information and college services. Mailed three times a year.	P. Condida-B/S. Luszczak	2207	7184
College Folder	College	Promo	Conf Attende	White folder with college logo. Has pockets for varied use.	L. Murray	7397	
Gen. Business	Business	Recruit	Students	Blue and white trifold brochure listing curriculum and courses; also other business programs	T. Dixon	2156	7/86
Viewbook	College	Recruit	High School	4-color brochure that describes the college. Uses testimonials. Brief descriptions of programs.	B. Bolda	7406	
Welcome/MCC CC	College	Image	Community	Grey and blue four-fold brochure including a college. Periodically updated.	B. Bolda	7406	4/87
Welcome/MCC SC	College	Image	Community	Beige four-fold brochure including college map. Periodically updated.	B. Bolda	7406	4/87
Thirtieth Anniv	College	Image	Community	8 1/2 by 11 booklet describing the past and present of the college and potential future for Macomb.	B. Bolda	7406	
Geo Mkt Map	College	Info	Community	Light blue and white partial market map of Michigan. Periodically updated.			
People & Pride	College	Recog	Staff	Blue and white booklet describing staff accomplishments.			

Name	Departmn	Purpose	Audience	Description	Contact Name	Phone	Rev D Ct
				Periodically updated. (Title changes)	E. Brown	2052	
Commencement	College	Recog	Students	Booklet listing Certificate and Associate Degree graduates. Semi Annual. (Color and design changes)	A.Mazuka(SC)/L. Riley(CC)	7456 2080	
Trans&Ph Dist	Business	Recruit	Students	Blue&white trifold listing curriculum and coursers; also other business programs.	T. Dixon	2156	7/86
Inst Emphasis	College	Info	Comm/Staff	Blue and white booklet listing aspects of institutional emphasis, educational and organizational pursuits, and values.	B. Bolda	7406	
Report to Comm	College	Info	Community	Booklet addressing community concerns and describing various key issues for that year. Annually updated.	B. Bolda	7406	
Bus/Mgmt Guide	Cont Ed	Recruit	Bus. People	Gray booklet, course information for professional continuing education, registration forms and information.	I. Lattanzio	7417	
Cont Ed Catalog	Cont Ed	Recruit	Community	Booklet with course offerings descriptions, registration info, mailing panel. Semi Annual.	I. Lattanzio	7417	Bi-an
Wellness	Cont Ed	Recruit	Community	Trifold with description of classes, registration form, mail panel. (three times a year.	I. Lattanzio	7417	12/86
St Upgrd Hlt Pr	Cont Ed	Recruit	Inactive LPN	White trifold brochure listing of curriculum, requirements and job opportunities.	I. Lattanzio	7417	
Court Reporting	Cont Ed	Require	Community	Beige trifold brochure listing curriculum and information.	I. Lattanzio	7417	6/84
Micro Classes	Cont Ed	Recruit	Community	Glossy four-fold brochure explaining the classes and procedures. Updated bi-annually.	I. Lattanzio	7417	5/87
Prof Mgt Dev Cr	Cont Ed	Recruit	Community	Booklet describing the Professional Management Development Courses and procedures. Updated bi-annually.	I. Lattanzio	7417	7/86
Nat Pro	Cont Ed	Recruit	Community	Orange, blue and gray trifold brochure listing course schecules and other information. Updated bi-annually.	I. Lattanzio	7417	5/87
Haz Comm Semin	Cont Ed	Recruit	Community	Grey and blue trifold listing information relating to the seminar. Updated as needed.	I. Lattanzio	7417	
AIDS	Cont Ed	Info	Community	Beige and blue trifold brochure listing information on the AIDS seminar. Updated as needed.	I. Lattanzio	7417	
Small Business	Cont Ed	Recruit	Community	Four-fold brochure. Registration and sessions description are included. Updated bi-annually.	I. Lattanzio	7417	5/87
Discover	Counseling	Recruit	Community	Yellow trifold brochure.	L. Hackney	7201	2/87
2 + 2) 4	Counseling	Info	Students	Small turquoise and grey booklet; it is an objective evaluation of the factors that you should consider before you decide whether or not to enroll			

Name	Departmn	Purpose	Audience	Description	Contact Name	Phone	Rev B Ck
				in a four-year college or university or at MCC.	E. Carr	7201	
Schd/Reg Matrls	Enrollmt	Enroll	Students	Schedule of Classes and Registration materials.	S. Leszczak	7184	86
Appl/Fed St Aid	Fin Aid	Info	Students	Form for MCC students to appy for all financial aid. Revised annually by the US Department of Education.	K. Rexin or F. Best-Hms	7352 2232	
St F/A Bulletin	Fin Aid	Info	Student	Green and beige trifold brochure describing the college's finanical aid opportunities.	K. Rexin or F. Best-Hms	7352 2232	
A Look At F Aid	Fin Aid	Info	Students	Booklet describing finanical aid opportunity.	K. Rexin	7352	5/87
F Aid Form(FAF)	Fin Aid	Info	Students	Forms to apply for all financial aid. Revised annually by College Scholarship Service. Also used for state scholarship applicants or for other schools.	K. Rexin	7352	
Fin'l Aid Chlst	Fin Aid	Info	Students	8 1/2 manila envelope/packet which includes all financial information and forms.	K. Rexin	7352	
S/P/Ma/Sex Eq P	S/P Grant	Recruit	Sp. Populatn	Black, white, and yellow brochure describing program, services, costs, and eligibility.	K. McInerney	7860	1986
Gde/Vet Ed Benf	Fin Aid	Info	Veterans	Light green trifold brochure describing benefits for veteran.	K. Rexin	7352	
Music	Fine Arts	Recruit	Students	Blue trifold brochure listing of curriculum and courses; also additional Art offerings in Humanities, Art, Dance & Theatre.			
Medical Asst.	H & HS	Recruit	Students	Red and white trifold brochures listing curriculum and courses.	S. O'Brien	2097	7/86
Dental/Rtrd Care	H & HS	Recruit	Students	White trifold brochure listing curriculum and courses; also other Health and Human Services courses.	S. O'Brien	2097	
Dental Hlth Care	H & HS	Recruit	Students	Yellow trifold brochure listing curriculum and courses; also other Health and Human Services courses.	S. O'Brien	2097	10/82
Dental Off Asst	H & HS	Recruit	Students	Purple trifold brochure listing curriculum and courses; also other Health and Human Services courses.	S. O'Brien	2097	11/83
Gerontolgy Care	H & HS	Recruit	Students	White trifold brochure listing curriculum and courses; also other Health and Human Services courses.	S. O'Brien	2097	
Early Chld Care	H & HS	Recruit	Students	Light purple trifold brochure listing curriculum and courses; also other Health and Human Services courses.	S. O'Brien	2097	10/82
Ctr For HRD	HRD	Trning	Employers	Grey and blue trifold brochure describing what the Center can do for employers act.	B. Dumoke	7438	
Monarchs Guide	Instructn	Info	Community	Blue, white and black 25 page booklet listing the schedules for all college sport events and a description of each sport and supporting staff. Annually updated.			

Name	Departmn	Purpose	Audience	Description	Contact Name	Phone	Rev D Ck
Communicate	Job Place	Resume	Student	Beige trifold brochure with a sample copy of Functional Resume.	E. Corey	2216	
Learning Center	Learn Ctr	Info	Students	Blue and beige trifold brochure describing Learning Center Services.	B. Collinsworth	7405	
Campus Ministry	Ministry	Info	Stud & Staff	Blue pamphlet that promotes campus ministry			
Culinary Arts	Pub Serv	Recruit	Students	White, maroon and grey, trifold brochure listing curriculum and courses.	T. Dixon	2156	
Crime Lab Tech	Pub Serv	Recruit	Students	Blue trifold brochure listing curriculum and courses; also other Public Service program.	T. Dixon	2156	10/82
Law Enforcement	Pub Serv	Recruit	Students	Blue trifold brochure listing curriculum and courses; also other Public Service program.	T. Dixon	2156	8/82
Fire Science	Pub Serv	Recruit	Students	White trifold brochure listing curriculum and courses; also other Public Service Program.	T. Dixon	2156	8/82
Medical Secrtry	Pub Serv	Recruit	Students	Light purple brochure listing curriculum and courses; also other Business programs.	T. Dixon	2156	
Security Admin	Pub Serv	Recruit	Students	Beige trifold brochure listing curriculum and courses; also other Public Service program.	T. Dixon	2156	
Floral Desg/Mgt	Pub Serv	Require	Community	Black, purple and white description of the program. Updated by semester.	T. Dixon	2156	
Lab-Mgt Rel	Soc Sci	Seminar	Community	Standardized trifold listing purpose and potential attendees. Required core courses/specialty sections are also listed.	I. Knott	7288	
Special Service	Sp Serv	Recruit	Special Pop.	Light blue trifold with mailing panel. Lists available services.	B. Steil or S. Conroy	7420 2237	
Special Service	Sp Serv	Recruit	Community	Blue/white trifold brochure describing services/phone #s included.	B. Steil or S. Conroy	7420 2237	
Guide To Clg Sr	St.Dev.Sv	Info	Students	Blue and white 20 page booklet containing information on services available to MCC students. Who, what, when, where, why and how questions are answered. Periodically updated.	Comm. Serv.	7405	4/87
Welding Tech	Tech	Recruit	Students	Trifold brochure--two color with tear-off return card	C. Mills	7455	5/87
Mun Ctrl Tech	Tech	Recruit	Students	Blue trifold brochure listing of curriculum and courses; also other Tech programs.	B. Queen	7411	4/84
Explore'	Tech	Recruit	Students	Purple, 8 1/2 by 11, six page brochure explaining Industrial Tech, Applied Tech, Apprentice training.	B. Munch	7440	
Aviation Mech	Tech	Recruit	Students	Blue trifold brochure listing curriculum and information.	B. Queen	7411	

Name	Departmen	Purpose	Audience	Description	Contact Name	Phone	Rev D Ck
Clin Ctrl Tech	Tech	Recruit	Students	Green trifold brochure listing curriculum and information.	D. Queen	7411	
Elect Comm Srv	Tech	Recruit	Students	Light purple trifold brochure listing curriculum and information.	C. Chincarini	7465	
Graph & Com Art	Des Tech	Recruit	Students	Blue with red and white brochure listing curriculum and information	C. Chincarini	7639	4/87
Energy Tech	Tech	Recruit	Students	Yellow trifold brochure listing curriculum and information.	D. Queen	7411	
Fluid Pwr Tech	Tech	Recruit	Students	Yellow trifold brochure listing curriculum and information.	D. Queen	7411	
Indust Sup/Mgt	Tech	Recruit	Students	Trifold with curriculum and information.	D. Queen	7411	
Met/Calibr Tech	Tech	Recruit	Students	Blue trifold brochure listing curriculum and information.	D. Queen	7411	
Metal Mach Tech	Tech	Recruit	Students	Green trifold brochure listing curriculum and courses; also other Tech programs.	D. Queen	7411	
Construct Tech	Tech	Recruit	Students	White trifold brochure listing curriculum and information.	D. Queen	7411	
Draft/Com Grph	Tech	Recruit	Students	Blue with white and red color brochure listing curriculum and information.	C. Chincarini	7639	4/87
Surveying Tech	Tech	Recruit	Students	Trifold brochure with curriculum and information.	D. Queen	7411	
Civil Tech	Tech	Recruit	Students	Blue trifold brochure listing curriculum and information.	D. Queen	7411	
Printing Tech	Tech	Recruit	Students	Blue with red and white brochure listing curriculum and information	C. Chincarini	7639	4/87
Apl T.Appr/Trng	Tech	Promo	Community	Booklet.	F. Golinski	7513	
Elec Engin Tech	Tech	Recruit	Students	Gold four-fold brochure listing curriculum and courses; also other Tech programs.	D. Queen	7411	
Auto Body Desgn	Tech	Recruit	Students	Blue trifold brochure listing curriculum and courses; also other Tech programs.	C. Chincarini	7465	4/84
Automotive Tech	Tech	Recruit	Students	White trifold brochure listing curriculum and courses; also other Tech programs.	C. Chincarini	7465	4/84
TI Fix & Die De	Tech	Recruit	Students	Gold trifold brochure listing curriculum and courses.	C. Chincarini	7465	4/84
Special Mach De	Tech	Recruit	Students	White trifold brochure listing curriculum and courses; also other Tech programs.	C. Chincarini	7465	5/83
Robotics Tech	Tech	Recruit	Students	White trifold brochure listing curriculum and courses; also other Tech programs.	D. Queen	7411	6/83
Architect Draft	Tech	Recruit	Students	Yellow trifold brochure listing curriculum and courses; also other Tech programs.	C. Chincarini	7465	5/83

Name	Departmen	Purpose	Audience	Description	Contact Name	Phone	Rev D Ck
Elec Ser Tech	Tech	Recruit	Students	Blue trifold brochure listing curriculum and courses; also other Tech programs.	D. Queen	7411	12/82
Energy/Transpor	Tech	Recruit	Students	Grey blue fold-out poster describing various educational opportunities in Tech, Health & Human Services, Business & Public Services, and Science & Math.	D. Muench	7640	
Women's In. Ath	Phy. Ed.	Info	Community	Beige and Blue, four-fold pamphlet describing the women's athletic program, eligibility rules, coaches, Hall of Athletic Excellence, and the Physical Education Center/Services.	E. Stanton	7119	
Intrmur. Sprts.	Phy. Ed.	Info.	Students	Orange and black, four-fold brochure giving an overview of the Intramural Sports, eligibility, rules and regulations, fee, and the spring 1986 sports calendar.	E. Stanton	7119	1986
4th Basket. Sch	Phy. Ed.	Recruit	Parents/Stud	Blue and Black trifold brochure giving information about the basketball school, the coaching staff, and awards. Gives registration form for the school and an example of a typical day.	E. Stanton	7119	1986
2nd Volley Sch.	Phy. Ed.	Recruit	High School	Beige and blue trifold brochure giving details about the Volleyball school, coaches, and facilities. There is also a registration form and an outline of the daily schedule.	E. Stanton	7119	1986
Intra. Sports	Phy. Ed.	Infore	Stud/Fac/Emp	Yellow 8 1/2 x 11" paper giving the details of the co-ed intramural sports at MCC. Who, what, when, where and how questions are answered.	E. Stanton	7119	1986
Basket. Intra.	Phy. Ed.	Infore	MCC men	Yellow 8 1/2 x 11" piece of paper giving the details of the men's intramural sports program at MCC. Who, what, when, where and how questions are answered.	E. Stanton	7119	1986
Fl. Hock. Inta.	Phy. Ed.	Infore	MCC men	Yellow 8 1/2 x 11" piece of paper giving the details of the men's floor hockey intramural sports program at MCC. Who, what, when, where and how questions are answered.	E. Stanton	7119	1986
Aerobic Classes	Phy. Ed.	Infore	Students	Orange 8 1/2 x 11" piece of paper giving the details about the aerobic classes. Time, date, place and cost questions are answered.	E. Stanton	7119	1986
Intra. Aerobic	Phy. Ed.	Infore	Students	Orange 8 1/2 x 11" piece of paper giving details about the intramural sports water aerobic exercise program. Time, date, place and cost questions are answered.	E. Stanton	7119	1986
Racquet. League	Phy. Ed.	Inofre	MCC men	Orange 8 1/2 x 11" piece of paper giving the details about the men's racquetball league.	E. Stanton	7119	1986
Athletic Summ.	Phy. Ed.	Infore	Students	Blue, white and black 72 page booklet giving details about each type of sports program offered at MCC. It also gives different articles about the each program.	E. Stanton	7119	1986
Macomb Alumni	Alumni	Info	Alumni	Booklet giving details about the newly formed alumni relations			

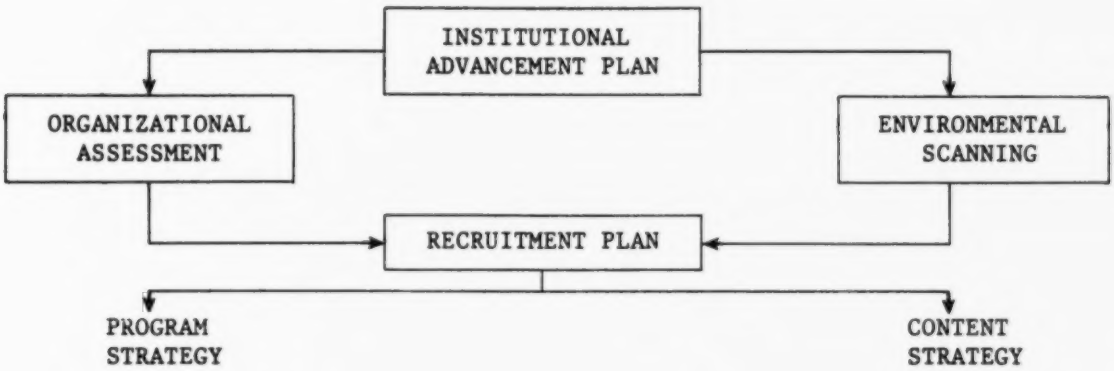
Name	Departmen	Purpose	Audience	Description	Contact Name	Phone	Rev D Ck
				program. Messages from A. Lorenzo, K. Wagner, and D. Savage.	Dorothy Savage	7536	1986
Emer. Med. Tech	H & HS	Recruit	Students	Red and White trifold brochure listing curriculum and courses; also other Health and Human Services courses.	S. O'Brien	2097	1986
Fash: Mer/Mark.	Business	Recruit	Students	Blue and White trifold brochure listing curriculum and courses; also other Business programs.	T. Dixon	2156	1986
Dental Asst.	H & HS	Recruit	Students	Red and White trifold brochure listing curriculum and courses; also other Health and Human Services courses.	S. O'Brien	2097	1986
Nursing	H & HS	Recruit	Students	Red and White trifold brochure listing curriculum and courses; also other Health and Human Services courses.	S. O'Brien	2097	1986
Veterinary Tech	H & HS	Recruit	Students	Red and white trifold brochure listing curriculum and courses; also other Health and Human Services courses.	S. O'Brien	2097	1986
Phy Ther Asst	H & HS	Recruit	Students	Red and white trifold brochure listing curriculum and courses; also other Health and Human Services courses.	S. O'Brien	2097	1986
Respratory Thyp	H & HS	Recruit	Students	Red and white trifold brochure listing curriculum and courses; also other Health and Human Services courses.	S. O'Brien	2097	1986
Respt Thpy Tech	H & HS	Recruit	Students	Red and white trifold brochure listing curriculum and courses; also other Health and Human Services courses.	S. O'Brien	2097	1986
Optometric Tech	H & HS	Recruit	Students	Red and white trifold brochure listing curriculum and courses; also other Health and Human Services courses.	S. O'Brien	2097	1986
CFHRD:Oper. For HRD		Trn.	Employers	Grey and Blue Four Fold Pamphlet giving various flowcharts on how the Center operates for employers.	B. Dunneke	7538	7-25

APPENDIX D

PROACTIVE PROMOTIONAL MODEL

ERIC Clearinghouse for
Junior Colleges
OCT 07 1988

PROACTIVE PROMOTIONAL MODEL



Communication Guidelines

Identity Manual
College Communications Program

Promotional Activities

Recruitment Activities/Events
Presentations
Information Center
Advertising
Direct Mail
Publicity
Financial Aid
Center for the Performing Arts
College Sponsored Events

Target Audiences

Potential Students
- High School Students
- Community Adults
- Business & Industry

Incoming Students
Current Students
Alumni

Message Platform

- Macomb Community College is a quality institution.
- Macomb Community College cares about students.
- MCC is responsive to the needs of the community.
- MCC is affordable, accessible, and current in course content.
- Education increases and improves employment options.
- MCC offerings are compatible with lifestyles, family responsibilities and changes facing adult learners.
- MCC is an educational leader.
- MCC offers educational plans designed for transfer to 4-year institutions.

Content Theme

- People, Pride and Proximity

Slogans

- My First Choice
- Bringing Higher Education Home

EVALUATION